

# CONCORDIA'S THURSDAY REPORT

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N° 25

115 out of 225 eligible faculty members choose early retirement

## State of the University: Guarded optimism

BY BARBARA BLACK

About 800 Concordians attended two open meetings on the state of the University on May 14 to hear Rector Frederick Lowy give an overview of the University, particularly how the budget shortfall is being handled. About 300 faculty attended in the morning, 500 staff came in the afternoon, and there were a few students at each meeting.

Lowy announced that half of the professors and librarians offered the special retirement package known as FALRIP had accepted the offer to retire before they are 65. (He said that 112 had accepted, but the figure is now 115 as late acceptances have come in.) This corresponds to the

response rate for the ERIP package offered to staff last spring, which was accepted by 126 out of 224.

As some in the morning audience pointed out, these retirements will be hard to accommodate. The Faculty of Arts and Science has 58 per cent of the University's professoriate and more than 70 per cent of the 225 people eligible for the offer, of whom 80 accepted. Because acceptance was voluntary, Lowy pointed out, there was no way to plan for it, or to avoid lopsided effects on some departments. Some of the retirees' courses may be taught by other professors, including part-timers.

This high rate of retirements has prevented, for now, the imposition of the kind of draconian budget-cut-

ting measures necessary at some other Canadian universities, including layoffs.

Lowy reiterated his wish that the Quebec government would lift its 20-year freeze on tuition, reminding his audiences that even if students were required to pay \$500 more a year, they would still be paying the lowest tuition in the country while Concordia gained another \$8.5 million in revenue. At present, Concordia's tuition is fully half that of many Ontario universities, and despite a precipitous drop in grants to education, Quebec still gives slightly more to universities than the other provinces.

"We must be more efficient in  
See Open meetings, p. 5

### Finance prof honoured by ACFAS

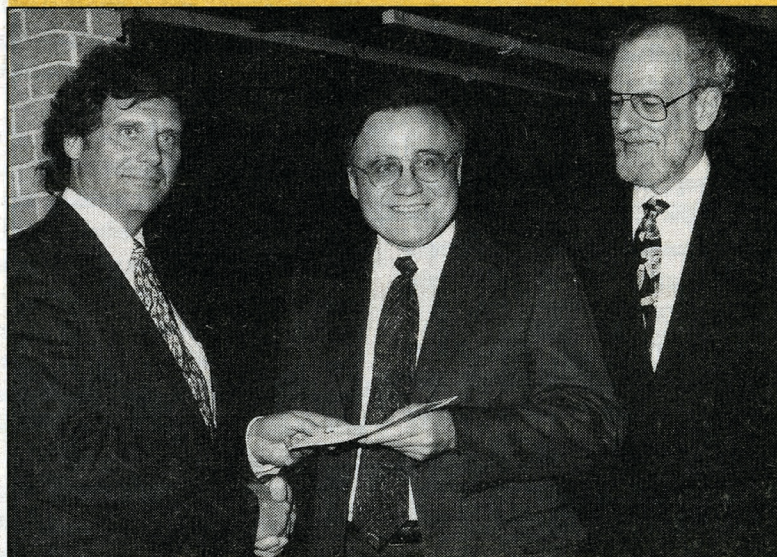


PHOTO: M.C. PÉLOQUIN & C. FLEURY

Congratulations to Finance Professor Lawrence Kryzanowski (centre), who is the first winner of the new Prix ACFAS/Caisse de dépôts et de placement du Québec for exceptional contributions to research in finance in institutional portfolio management and related areas. The award was presented last week at McGill University during the meetings of ACFAS, the Association canadienne-française pour l'avancement des sciences, by Philippe Gabelier (left), a vice-president of the Caisse de dépôts, and Germain Godbout (right), director-general of ACFAS.

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Art History student Marc Duhamel's paper on an old church will be given in Spain

## Squandering our spiritual capital

BY PHIL MOSCOVITCH

Take a church, dismantle it, set it up again in a museum, and what have you got? Not much, according to Art History student Marc Duhamel.

Duhamel, a first-year MA student, looked at that question in a paper he presented at the prestigious Boston University Symposium on the History of Art, held at that city's Museum of Fine Arts on March 16. He was one of eight presenters chosen from about 140 applicants.

In 1992, while visiting the National Gallery of Canada, in Ottawa, Duhamel was shocked to find a church interior — complete with altar — integrated into the building, and displaying statues and silverware. Ottawa's old Rideau Street Convent Chapel, a heritage site, had been set up as an integral part of the museum.

"It was a really strange thing to find silverware within something that used to be a sacred space," Duhamel said, remembering his first visit to the reconstructed chapel. "One of the things that got to me was the artificial lighting coming through the stained glass windows. It felt dead."

In 1972, after an intense lobbying effort on the part of heritage groups, the Rideau Street Chapel, which was slated for demolition, was declared a national heritage site. It was dismantled, and sat in storage for the next

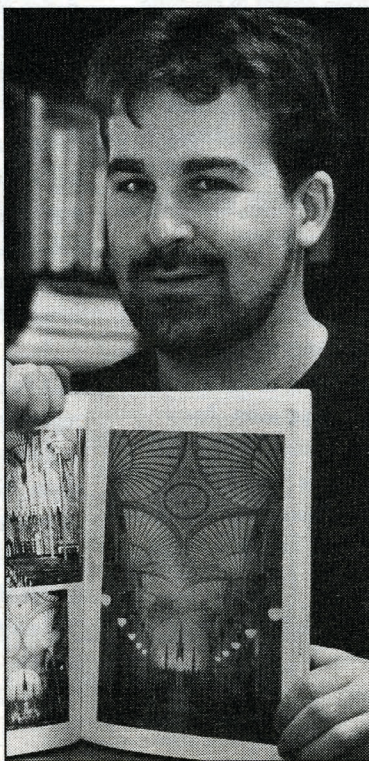


PHOTO: CLIFF SKARSTEDT

Marc Duhamel with photos of the chapel at the National Gallery.

16 years. In 1988, the church building was integrated into the National Gallery's design. Today, a parking lot and an office tower stand on the site the chapel used to occupy.

By swallowing up the church, Duhamel said, the gallery is attempting to appropriate what he calls its "spiritual capital."

"The building has a sort of spiritual presence," he said. "The National Gallery appropriates the residual power which the church, as a holy site, had."

#### Cult of beauty

Duhamel argued that museums have become analogous to the churches of old, temples of what he called "the secular cult of beauty." Tourists hopping from museum to museum, Duhamel says, are like medieval pilgrims. Many of those pilgrims used to carry *branda*, cloths that they touched to reliquaries in order to capture the power of their relics.

"People go with their cameras to try and capture the essence of the artwork. In my opinion, photographs have become secularized *branda*, capturing a vestige of the aesthetic experience that tourists bring back after visiting the pilgrimage site."

Duhamel doesn't deny that the chapel is beautiful and worth saving. By placing it in a museum, though, it is stripped of one of the functions — being a place of worship — that made it what it was. What's left is a sterile aesthetic object.

Students in the graduate program in Art History have developed a reputation for being highly active on the conference circuit. "It's a dynamic environment, in which the students themselves are very enthusiastic about doing presentations," Duhamel said.

Art History chair Catherine MacKenzie noted that last year, two Concordia graduate students presented papers at the Boston symposium. Art History students were also active at this year's Universities Art Association of Canada Conference, held in late March. "It's really very gratifying to see them doing so well in these forums," she said.

Meanwhile Duhamel, whose work MacKenzie called "extraordinary," is off this fall to Barcelona, where he will present an updated version of his paper on the Rideau Street Chapel at a symposium on aesthetics and religion.

Duhamel's thesis supervisor is Professor Joan Acland.



# Inspiring anecdotes, advice from the heart

BY BARBARA BLACK

There were about 300 appreciative women in the audience for the Women and Work symposium, held May 10 on the downtown campus, a record for the annual event sponsored by the Faculty of Commerce and Administration. The venue for the workshops had to be changed to accommodate the crowd.

Twelve women spoke over the course of the day, plus the featured evening speaker, **Micheline Bouchard**. One of the strongest themes was how women can take advantage of the rapid technological change now sweeping the working world.

Bouchard, a top executive at Hewlett Packard, pointed out that although women of her generation

had a tough time penetrating the "old-technology" men's world of buildings, utilities and transportation, this revolution actually gives women an edge. They are already using computers at work in greater numbers than men (although this is largely because women still make up most of the secretarial and support staff). Moreover, she said, emphasis has shifted from the goods to the service sector, where women shine.

Bouchard paid tribute to her father for encouraging her childhood interest in puzzles and building sets. She was heading for medical school, but when she attended an open house at the École Polytechnique, the sight of a big experimental crane reminded her of that early creative excitement, and changed the course of her life, sending her into civil engineering.

Change was also the theme of a talk by human resources expert **Sandy Pritchard**. The job market is flattening and downsizing, she said, and job descriptions and career paths are dissolving.

"Don't sneeze at small companies you haven't heard of before," she warned. "They're doing the work."

Work is evolving into arrangements and short-term contracts, with intense competition, a minimum of waste and overhead, and no company benefits for the employee. "There's a lot of work out there," she said. "They're just not jobs."

Pritchard's own "wayward career path," as she calls it, is instructive. She was a technical draftsman, a sec-

retary, a single mother, a longtime employee of Concordia, and a book designer for Time-Life before landing her present job with Société-Conseil Mainstream.

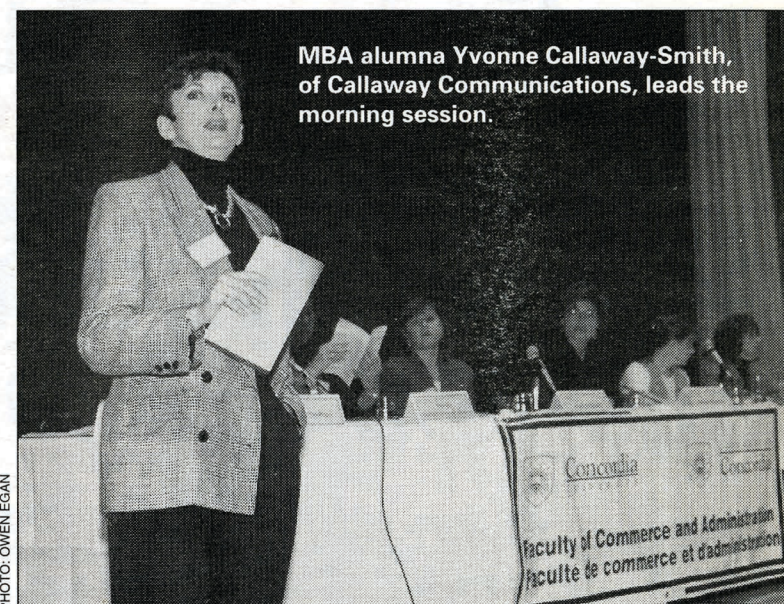
**Alanna Mysack** also had to learn new skills and adapt to new corporate sub-cultures. She moved from being an accountant to operations management at a pharmaceutical firm to her present job as director of marketing information and decision support for Merck Frosst.

She never experienced discrimination, and suspects that her positive attitude is the reason. "Have confidence and don't be vulnerable to that stuff," she advised her audience. Being passionate is paramount, she added. If you like what you do, you exude enthusiasm and draw people to you.

The youngest speaker at Women and Work was **Catherine Anne Blackburn**, a 26-year-old francophone from Quebec's northern Saguenay region who runs her own international company, L'Aviateur Octo. It makes top-quality safety clothing for armies, construction companies and movie producers, and employs 200 local women.

Looking and sounding more like a student than a tycoon, Blackburn talked about the challenges of her unusual life. They include conferring as an equal with middle-aged male clients, and keeping her business on the cutting edge of technology.

There were other speakers who still smart occasionally from the misconceptions of others. **Marianna Simeone** was an ethnic broadcaster



MBA alumna Yvonne Callaway-Smith, of Callaway Communications, leads the morning session.

even before she graduated from Concordia in the mid-1980s. As the gregarious, globe-trotting executive director of the Italian Chamber of Commerce, she still notices lingering stereotypes of women.

**Mackie Vadacchino-de Massy** worked in a bank for three years before a customer noticed her talent, and hired her as a buyer for his successful shoe company. She is now an international deal-maker for Tele-globe Canada.

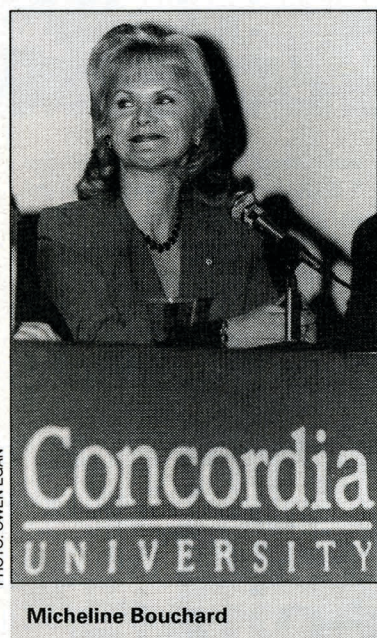
Vadacchino-de Massy did her undergraduate degree at night at Concordia. She also did a Master's of Business Administration, and said that "those three letters do make a difference." With her MBA, she leapfrogged over longtime employees who had once been her superiors.

Vadacchino-de Massy advised her

audience to stay flexible, build credibility quickly, and have a well-rounded life. Workaholics aren't good to be around on the job, she said, and probably aren't as productive as they think.

Rector Frederick Lowy introduced another perspective to the changing role of women with a short talk on medical research. In response to the thalidomide controversy of the 1960s, researchers became so conservative about using women of child-bearing age as test models that their research was skewed and it became apparent that women were being badly served by some of the drugs they were being prescribed.

Experimental medicine is now trying to achieve a balance, Lowy said, which acknowledges women's differences while safeguarding their rights.



Concordia UNIVERSITY

Micheline Bouchard

## Concordia University is seeking a Dean of the Faculty of Engineering and Computer Science

The Dean is the academic leader of a dynamic Faculty of Engineering and Computer Science comprising departments of Civil Engineering, Electrical and Computer Engineering, Mechanical Engineering, Computer Science, the Centre for Building Studies, and other research centres. Over 2000 undergraduate students are currently enrolled in programmes which include the Bachelor of Engineering (Building Studies, Civil, Computer, Electrical, Industrial or Mechanical) and the Bachelor of Computer Science. Graduate programmes, with almost 650 students, include DipC-Sc, MASc, MSc, MEng, MEng (Aerospace) and Ph.D.

Concordia University is seeking a Dean who possesses vision and confidence, who is committed to academic excellence at both undergraduate and graduate levels. The

Dean will have a strong record in teaching, research and administration in a disciplinary area of the Faculty. As leader of a large and complex Faculty, the Dean must be able to manage relations among its several constituencies in an open and collaborative manner, to motivate the faculty, students and staff, and elicit their support.

Concordia serves a diverse student population and operates in a bilingual professional and academic community; therefore, communication skills in both English and French are an asset. As spokesperson for the Faculty, a key part of the Dean's mandate is promotion of effective links with industry and research centres in Quebec and Canada, and internationally.

Appointments are normally for a five-year term.

Applications or nominations, including a full curriculum vitae, a one-page summary of relevant academic, administrative and research experience, and the names of five referees, must be sent by 16 September 1996 to the attention of: Amely Jurgenliemk, The Office of the Secretary General, Concordia University, 1455 de Maisonneuve Blvd. West, Montréal, QC, H3G 1M8.

*In accordance with Canadian immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. Confidentiality of applications and nominations is assured. Concordia University is committed to employment equity, and encourages applications from women, aboriginal peoples, visible minorities and disabled persons.*



Concordia UNIVERSITY

REAL EDUCATION FOR THE REAL WORLD

### Reimagining the Workplace

A day-long conference held recently at McGill University looked at meeting the challenges of work, family and self-fulfillment.

McGill Chancellor Greta Chambers set the tone in her opening remarks. "Rethinking the workplace is an idea whose time has come," she said.

Louise Harel, the provincial minister for unemployment and women's affairs, told the audience that making benefits for maternity leave available through unemployment insurance may give it an inappropriate link, in some people's minds, with poverty. She hopes to see legislation soon which would put it where it belongs, in the labour code.

Paul Howes, president of Merck Frosst, described two employee-generated ideas which have been adopted at the pharmaceutical giant: "people-care days," when an employee can stay home to look after a sick family member, and Annie's Takeout, an in-house food service for busy parents.

Corinne Jetté, advisor to the dean in Engineering and Computer Science, represented Concordia at the event.

- Heather Patenaude



Discipline ranges widely, but always with people in mind

# Design is what you make it

BY ALISON RAMSEY

At Concordia, design is in the eye of the beholder.

For Design Art departmental chair Susan Hudson, there's no absolute definition. "Each faculty member has a different approach," she said. "My definition is that a sense of design is a sense of proportion. You are trying to help systems work better."

Some students' design projects were shown recently in an hour-long evening of animation organized by Professor Roman Heuer, who specializes in that aspect of design.

The friendly audience lapped up a Motley Crue rock video slickly doctored with effects and messages ("Be reasonable, demand the impossible," "Respect women, children, yourself"), a video of toys growing out of a patch of dirt, a computer-made Star Trek-ish video with a strong environmental message, and a woman crooning "Fever" to live accompaniment on bass guitar while modelling a dress whose breastplate was made of washers from the hardware store.

Heuer teaches a first-year Fundamentals of Design course in which he challenges students to question their perceptions of design, and to move beyond their previous limits of imagination.

Heuer, who was trained by Bauhaus-educated professors in Berlin, said that defining design is impossible — and dangerous. "I don't think a designer should say, 'That's not design, so I won't do it.' It's important to be a little crazy in first year, and not to have an idea of what design is. I told them to be creative."

All the first-year presentations were group efforts. Heuer stresses group work, because major corporations like design teams, not design loners.

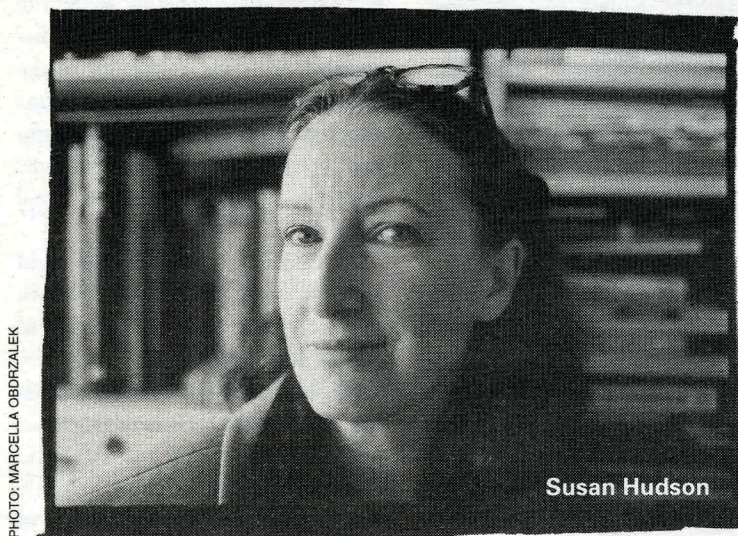


PHOTO: MARCELLA OBRZALEK

Susan Hudson

The department considers teamwork so important that the concept of community is included in its mission statement. Professors hammered out the mission — and a Design undergraduate degree — by looking at what was available in Montreal and providing the opposite. Instead of focusing on one area, Concordia throws open the definition to capture the most imaginative ideas.

## Environmental awareness

Students do 2-D, 3-D and computer work. By graduation, they have a wide-ranging portfolio, often with a component of environmental awareness. Students have landed jobs at the big local firms, SoftImage and Discreet Logic, and have been accepted into Master's programs.

From a design perspective, the environment is important in other ways, too. Professor Erwin Regler submits the example of Richard Serra, whose gigantic steel arcs set between two office buildings so offended people — by blocking views and walking paths — that petitions were launched. The arcs were eventually removed.

"He was making something for

the public, but didn't consider the needs of the public," said Regler. To him, that violates an important design criterion, namely, that everything should be designed with the user or viewer in mind.

"A designer almost always compromises," he said, "by putting it in a social, environmental or financial context that serves the needs of the people."

Doing so can spur designers to do odd things. Professor Christopher Gabriel-Lacki likes to startle students by telling of Victor Papanek, who was hired to design packaging for Hershey's chocolate bars. In doing so, he found it necessary to taste the chocolate. He didn't like it. Papanek began stirring up batches at home, and hit on a recipe he liked. The company agreed, and the designer of the packaging became the designer of the candy bar itself.

"Design is a way of thinking," Gabriel-Lacki said. "You have to research what you do, put down ideas, spend time conceptualizing — the ability to draw is an important tool, so you can visualize the design — and the driving thing is curiosity."

## Furniture with taste

Design Professor Diane Bisson and about 10 of her students will exhibit in Eco-Design '96, a showcase of university work which is part of SIDIM, the Salon international du design intérieur de Montréal, scheduled for this weekend at Place Bonaventure.

Visitors will be intrigued by Bisson's sketches for dining-room furniture made from recycled plastic and inspired by macrocosmic views of fruit and vegetables.

Student Marcella Obdrzalek (right) shows off a folding room divider made entirely of recycled materials which doubles as a set of shelves. She calls it *Skiff*, because it was inspired by sailing ships and Japanese screens.

- BB



PHOTOS: MARCELLA OBRZALEK

# NAMES IN THE NEWS

COMPILED BY BARBARA BLACK

*Concordia faculty, staff and alumni/a pop up in the media more often than you might think!*

**Stephen Scheinberg** (History) was on CFCF *Pulse* and CJAD's *The World Today*, discussing relations between the Jewish and black communities. More recently, he was on CBC's *Radio Noon*, talking about the unilingual labels on kosher food.

A full-length interview with cyberfuturists **Arthur Kroker** (Political Science) and **Marilouise Kroker** was a feature of CBC-News-world's *Futureworld*.

**Kurt Jonassohn** (Sociology and Anthropology) was interviewed on CBC's *Home Run* about his project to collect unpublished autobiographies of Holocaust survivors.

**Brian Petrie** (Sociology and Anthropology) was on CKGM talking about how difficult it is for black players to break into ice hockey at the junior and pro levels, and on CBC *Daybreak*, talking about the French-Canadian *patriotes* who were exiled to Australia after the rebellion of 1837.

**Paul Fazio** (CBS) was mentioned in a *La Presse* article when he served on the jury for a contest called *Concours Habitas* at the Salon national de l'habitation.

Student **Chandra Rice** (Religion), who is also taking some MA courses at McGill University, won a photography contest there, and had her close-up photo of an industrial fan published in the *McGill Reporter*.

Student **Robin McKenna** (Liberal Arts College) wrote an article for the *Gazette's* eXpress page about *The Next Zone*, a CKGM radio show that started on CIQC at Concordia and still has a lot of students among the creative personnel.

Planning consultant **Grendon Haines** was the subject of a front-page article in the local Anglican newspaper under the headline, "Blessed are the peacemakers."

Political scientists on the air: **Gerald Alfred** was on CBC's *Radio Noon*, talking about rules on who qualifies as a Mohawk. His colleague **Guy Lachapelle** was on several radio and TV shows talking about Quebec politics. **Blair Williams** was on CJAD's *On Target*, about the Progressive-Conservatives, and spoke at a "citizens' assembly" in Ontario's Kenyon Township, where he is a councillor. **Pierre Ouellet** was on CJAD's driving home show, on Premier Lucien Bouchard's strategy. And **Harold Chorney** was on CIQC, talking about NAFTA.

**Harry Hill** (English), who recently recorded a reading of a little-known funeral elegy by Shakespeare, was on several CBC radio and television programs. (The CD is \$18, not \$14, as reported in a previous issue.)

**Louis Hébert** (Management) was interviewed on CFCF *Pulse* about NAFTA, in the context of the recent protests of Kenworth employees.

**Fran Shaver** (Sociology and Anthropology) was on CJAD discussing "johns school," a Toronto idea to discourage prostitution. Colleague **Taylor Buckner** was on the same station, on whether pepper spray can kill, and on the recent Australian massacre.

**Graeme Decarie** (History) talked on CJAD about the controversy over bilingual signs at Fairview shopping centre, and about Australian history in the context of the recent mass shooting.

An article by **Paris Arnopoulos** (Political Science) in *The Literary Review of Canada* on the tug-of-war between globalization and fragmentation attracted the attention of a conservative columnist in a community newspaper in Strathroy, Ont.

A chapter on "the professionalization of ethnic activism" in the latest book by **Vered Amit-Talai** and **Caroline Knowles** (Sociology and Anthropology) was extensively quoted by *Le Devoir* recently. The book is called *Re-Situating Identities*.

A study of 600 local businesses done by Concordia's Centre for Small Business and Entrepreneurial Studies was given feature treatment by Southam. The study showed that a lot of downsized Canadians are turning their severance packages into new businesses. It quoted Professor **Bakr Ibrahim**, who founded the Centre.

A photo of Rector **Frederick Lowy** and a description of the tentative discussions with McGill University appeared in *Maclean's* magazine (April 8) in the context of the new consortium among seven Halifax universities.



# LETTERS

Letters to the Editor must be signed, include a phone number, and be delivered to the CTR office (BC-117/1463 Bishop St.) in person, by fax (514-848-2814), by e-mail (barblak@alcor.concordia.ca) or mail by 9 a.m. on the Friday prior to publication.

The following letter was sent on May 16 to The Gazette, University Affairs, the CAUT Bulletin, Le Devoir, La Presse, and the International Journal of Solids and Structures (Stanford University):

## Murderer does not deserve scientific recognition

Concordia University, and in particular, its Faculty of Engineering and Computer Science, is profoundly disturbed by the recent publication in reputable journals of scientific articles written by Valery Fabrikant. He is a convicted murderer serving a life sentence in prison for the cold-blooded killing in August 1992 of four of his colleagues at Concordia.

The families and colleagues of the four murdered professors — Drs. Douglass, Hogben, Saber and Zio-gas — have endured great personal loss and take exception to this unwarranted recognition of Fabrikant. Just as he has forfeited the right to be a free member of the community, he should forfeit the privilege of disseminating his scientific views, whatever their merits. He does not deserve the legitimization and recognition that attend scientific publication, the more so since he has never expressed remorse or regret over his heinous acts.

There is an important related consideration.

In line with his previous, well-documented pattern of behaviour, Fabrikant may well be preparing, cynically, to use scientific publication as a means of obtaining a favourable outcome of a future request for parole. The families of the four professors and the Concordia University community that he has wounded would consider this totally unacceptable.

Finally, it also bears publicizing that subsequent to the 1994 Independent Committee of Inquiry into Academic and Scientific Integrity, chaired by Dr. Harry Arthurs, Fabrikant was found to have submitted to different journals several articles that were virtually identical in substantive content, each, however, lacking any reference to the existence of the others. Moreover, the committee ascertained that some of the material in these articles was essentially a duplication of research Fabrikant published 20 years earlier in his native Russia — something about which he also failed to inform the journal editors. Such intellectual dishonesty alone warrants close scrutiny by members of the scientific community when they consider publishing Valery Fabrikant's submissions.

Frederick Lowy,  
Rector and Vice-Chancellor

Donat J. Taddeo,  
Dean, Faculty of Engineering and Computer Science

More changes may be made as problems arise

## Board approves restructuring of senior administration

BY LAURIE ZACK

The wide-ranging restructuring of the senior administration was approved at the May 15 meeting of the Board of Governors. In presenting the schema to the Board, Rector Frederick Lowy explained that the restructuring was an evolving process, and that he saw the administrative structure being flattened even further in the future. The reasons for the changes are greater efficiency and financial savings.

Academic representative Tannis Arbuckle-Maag questioned a perceived downgrading of research at Concordia through the combination of the Dean of Graduate Studies portfolio with that of Research. Vice-Rector Academic Jack Lightstone explained that having the research infrastructure report to a searched position, (i.e., a dean) as opposed to an appointed position (an associate dean), in fact raises the profile of research.

Lowy agreed that not having a

Vice-Rector, Research, was a major handicap (we would have one if we could afford one, he said). He agreed with Arbuckle-Maag that perhaps the name of the post of Vice-Rector, Academic, could be changed, or the importance of the research portfolio be emphasized in some other way. He agreed to look into the possibilities.

While approving the restructuring, the Board agreed that some tinkering and adjusting might be useful to address problem areas as they arise.

Vice-Rector Institutional Relations and Finance Hal Proppe announced the results of FALRIP, which will save the University an estimated \$11 million. He also promised to table a preliminary budget at the Board's June 15 meeting after submitting the document to public consultation and further discussion at the May 23 Senate meeting.

Vice-Rector Services Charles Bertrand announced an initiative to come to the aid of failed students or those at risk of failing.

Dean of Graduate Studies Martin Kusy presented a sobering analysis of the underfunding of graduate studies at the University. Although in the last three years, Concordia has adopted six new graduate programs (with a seventh on the way), chronic underfunding of students is a real problem.

Enrolment is up (more than eight per cent since 1989-90, while down elsewhere), but only four per cent of our graduate students are funded by Concordia endowments. Concordia has excellent students with high success rates of FCAR and NSERC grants. However, we have roughly one-third the funds of universities of comparable size to help them get through their studies. Kusy asked that the coming Capital Campaign identify graduate fellowships as one of its priorities.

Annual Giving chair Jacques Ménard presented the results of this year's campaign, which ends May 31. The University is just \$50,000 short of our \$1.275-million objective, and

confident of reaching that goal.

The Board approved the motion to change the name of the Psychology Department to School of Psychological Sciences to better reflect the diversity and specialization within the psychological sciences. The School is seeking a benefactor to provide endowment funding whose name will be incorporated into the Department's new designation.

The Board adopted a motion to establish the Balvir Singh Graduation Medal in the name of the former professor of Economics and his family, who died in the 1985 Air India crash.

The Board also approved the establishment of the Association of Concordia University Management and Administrative Employees (ACUMAE).

The meeting ended with a word of congratulations from chairman Reginald Groome to outgoing CUSA president Jonathan Caruthers for his work in strengthening the student organization.

Danis, Proppe, Taddeo call for tapping talents of farflung alumni

## Smaller, stronger Concordia envisioned by V-R IR candidates

BY DONNA VARRICA

The candidates for Vice-Rector, Institutional Relations, provided three versions of a smaller, stronger, more viable Concordia when they were presented to the University community this Wednesday.

Both Donat Taddeo (now Dean of Engineering and Computer Science) and Marcel Danis (Vice-Dean, Arts and Science) would bring political experience to the new post, while Harald Proppe (Interim Vice-Rector, Institutional Relations and Finance), has nine years of direct experience.

The scaled-down vice-rectorate will concentrate on the University's relations with the community,

including alumni, fund-raising, communications, human resources and labour, as well as government. (The day-to-day finances will be managed by a Chief Financial Officer.)

Taddeo was Quebec's delegate to Italy, and has sat on various committees and school boards. Danis has been a federal cabinet minister and has many political contacts. Proppe has dealt with Quebec for several years in his current position.

William Knitter, president of the faculty association, asked candidates how they would deal with vacancies caused by early retirements. "We can't do everything and do it well," Taddeo said, adding that hard decisions would have to be taken to maintain our bar-

gaining power with Quebec.

Proppe agreed. "The core of our function must be maintained," he said. "I think the estimates that Concordia will be 25 per cent smaller in five years time is too pessimistic. We may be at the bottom of the squeeze and may be able to look forward to a redevelopment by 1999-2000."

Danis paid particular attention to improving relations between the unions and the administration, citing his success in managing labour relations during his time in the federal government. "My approach has always been to solve the problems before they become grievances," he said.

All three want to tap the potential

of alumni, many of them scattered worldwide, especially as the University heads into a capital campaign.

A decision on the post will likely be made by the Board of Governors at their June 19 meeting.

## Members of search committees named

**For Vice-Rector, Services** (to be appointed by January 1, 1997): Rector Frederick Lowy (chair), Marianne Donaldson and Jonathan Wener (Board, community at large), Alex Schwartzman (Arts and Science), Ahmet Satir (Commerce and Administration), Paul Fazio (Engineering and Computer Science), Catherine MacKenzie (Fine Arts), Donat Taddeo (senior management), Al Feldman (undergraduate student), Richard Bisailon (staff). The position of graduate student was vacant at time of printing.

**For Dean of Arts and Science** (to be appointed by June 1, 1997): Vice-Rector Academic Jack Lightstone (chair). From the Board: Miriam Roland (community at

large), Elizabeth Saccá (faculty, Fine Arts). From Arts and Science: William Gilsdorf (Communication Studies), David Sheps (English), Peter Shizgal (Psychology), Harvey Shulman (Liberal Arts College). From senior management, Dean of Commerce and Administration Mohsen Anvari. Also Mary Jane McKittrick (Arts and Science graduate student), Alexandra Flynn (Arts and Science undergraduate student), Angela Alleyne (staff, Arts and Science).

**Dean of the School of Graduate Studies and Research** (to be appointed by June 1, 1997): Vice-Rector Academic Jack Lightstone (chair). From the Board, Leo Goldfarb (community at large), Henry Habib (faculty, Arts and Science).

From the Faculties, Sabah Alkass (Engineering and Computer Science), John Capobianco (Arts and Science), Ahmet Satir (Commerce and Administration). From senior management, Dean of Arts and Science Gail Valaskakis. Also Candida Rifkind (graduate student) and Darlene Dubiel (staff, School of Graduate Studies).

**Dean of Engineering and Computer Science** (mandate ends June 30, 1997): This search committee has met three times in the past two weeks and has approved newspaper advertisements and a profile of the ideal candidate, including the criteria for the position. Questions for the interview process are being readied. The deadline for applications is September 16, 1996.

## CONCORDIA'S THURSDAY REPORT

Concordia's Thursday Report is the community newspaper of the University, serving faculty, staff, students, and administration on the Loyola Campus and the Sir George Williams Campus. It is published 26 times during the academic year on a weekly basis by the Public Relations Department of Concordia University, 1455 de Maisonneuve Blvd. W., Montréal, Québec H3G 1M8 (514) 848-4882 e-mail: barblak@alcor.concordia.ca Fax: (514) 848-2814

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**Copy Editor**  
Michael Orsini

**Design and Production**  
Christopher Alleyne  
Marketing Communications

**Concordia**  
UNIVERSITY



## Arts & Science Faculty offers course for students at risk

The Faculty of Arts and Science has assembled a course for students at risk called the Concordia Learning and Study Skills Initiative, or CLASS I, and will run it on a trial basis this summer.

Normally, failed first-year Arts and Science students have to wait one year before coming back to their program. However, said Professor James Jans (Vice-Dean, Student Affairs), "we are offering to let them back in in September if they take and pass the course over the summer."

Continuing Education "has been

working furiously to get everything in place," he added. Students who have achieved only conditional standing in their first year are being informed about the course, as are incoming students who are considered at risk.

CLASS I evolved from Jans's work as chair of a group wrestling with the problem of student retention. To become a required course, it will need the formal approval of Senate and the Board of Governors. Interested students should call Continuing Education, at 848-3600.

## Convocation Mass of Thanksgiving

Loyola Chapel

Sunday, June 16, 1996 at 11:00 a.m.

This is a special opportunity for graduates and their families to celebrate this milestone, and to gather in thanksgiving to God for the blessings of the years spent at Concordia.

Guest Presider & Homilist:

**John Wickham, S.J.**

*Director of the Ignatian Institute of Montreal*

Graduating students and faculty (gowned, if possible) are invited to join in the entrance procession, which will assemble at 10:40 a.m. in the cloister walkway between the Administration Building and the Chapel.

Refreshments will be served after the Mass.

FOR MORE INFORMATION, CONTACT CAMPUS MINISTRY AT 848-3588

CAMPUS MINISTRY is a division of Advocacy & Support Services - Student Services

IN MEMORIAM

**Gordon Pask**  
1928-1996

Gordon Pask, who taught Educational Technology at Concordia and was a co-director of the Centre for System Research and Knowledge Engineering from 1982 to about 1986, died in London, England, in March.

Education Professor David Mitchell has sent CTR an extensive obituary from *The Independent* newspaper which hailed him as "one of the founding fathers of cybernetics." The article paid tribute to Pask's many achievements, including his book *An Approach to Cybernetics* (1961), which is still widely used.

Pask developed conversation theory, which grew out of his work with teaching machines and has applications in education. More recently, he worked on interaction-of-actors theory, which includes the dynamics of social systems.

Pask was a holistic thinker with a colourful personality. In the 1960s, the British press dubbed him "the Cambridge scientist who never sleeps," because he would work non-stop on problems that fascinated him. Over his prolific career, he published several books and more than 200 papers, and lectured at many institutions besides Concordia, including the popular Open University, based in Britain. He was associated with London's Brunel University from 1969 until his death.

## Irish visitors lend support to proposed program

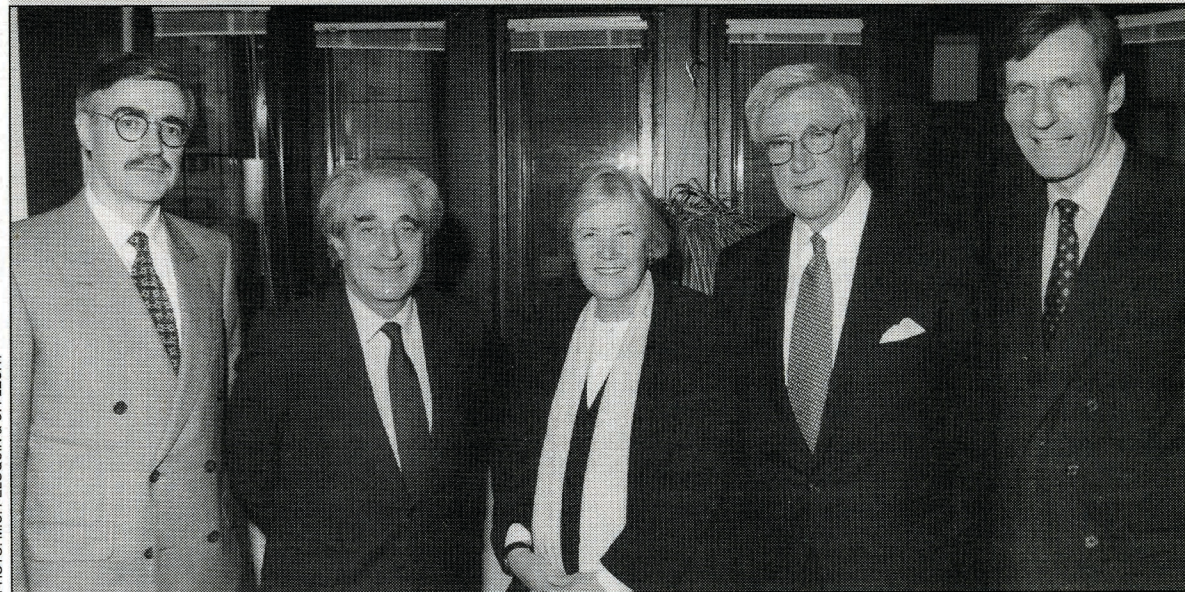


PHOTO: M.C. PELOQUIN & C. FLEURY

Baroness Denton, Northern Irish minister for the economy, agriculture and women's issues, visited Concordia recently, and met with Rector Frederick Lowy to express her support for a proposed undergraduate program in Irish Studies. The recently-created Canadian Irish Studies Foundation is about to embark on a national fund-raising campaign to finance the program. In the photo, left to right, are Professor Michael Kenneally, who is the president of the St. Patrick's Society and executive director of the Foundation; Dr. Lowy, Baroness Denton; Brian Gallery, vice-chairman of the Foundation and chairman of the fund-raising campaign; and Ivor Rawlinson, British consul-general in Montreal.

### IN BRIEF...

#### Conference on Jewish Studies

The Concordia-York Chair in Canadian Jewish Studies will hold a major conference here on June 9 and 10 under the title, *A Heritage in Transition: Jewish Studies in Canada*.

This conference will give scholars a Canadian forum to exchange ideas on the social and scientific study of such subjects as the Holocaust, Jewish women, Sephardic Jews, Jewish history and classical texts.

The keynote panel discussion, on "The Scholar and the Community," features Sydney Eisen (York), Miriam Roland (a member of Concordia's Board of Governors), and Vice-Rector Academic and Religion Professor Jack Lightstone. It will be held June 10 at 8 o'clock in the Faculty and Staff Lounge, on the 7th floor of the Henry F. Hall Building.

This is a public event. For more information, contact Religion Professor Ira

Robinson at 848-2056 or by e-mail at [robinso@vax2.concordia.ca](mailto:robinso@vax2.concordia.ca).

#### Robinson remembered

On Saturday, May 25, the Concordia-UQAM Chair in Ethnic Studies will hold a symposium in honour of legendary baseball player Jackie Robinson. Fifty years ago this month, Robinson broke the colour bar in professional sport by joining the Montreal Royals.

Mrs. Robinson, her grandson, and many members of the community will attend the symposium.

The morning session runs from 9:30 to 12:45 in Room 937 of the Henry F. Hall Building, 1455 de Maisonneuve Blvd. W., and will include a keynote address by Jules Tygiel, a historian at San Francisco State University, plus presentations by three others, including Marketing Professor Chris Ross.

The afternoon session will take place at the Université du Québec à Montréal.

#### Intercultural conference

L'Association pour la recherche interculturelle (ARIC) is holding its 6th international conference this week in Montreal, bringing some 200 delegates here to discuss a wide range of issues.

#### Discounts available at Toronto hotels

Through the initiative of our alumni association's Toronto chapter, Concordia faculty, staff, students and alumni can get discounts on rooms at the Metropolitan Hotel (formerly the Chestnut Park Hotel).

Rooms are available at \$104 per night (regular rates are \$180 double occupancy, \$160 single). The Metropolitan Hotel is just north of Toronto's city hall, and close to the University-Dundas subway station. For reservations, call 1-800-668-6600.

#### OPEN MEETINGS from p.1

how we spend money," Lowy said bluntly. "It is my view that Concordia is overly centralized, academic decision-making is unnecessarily complicated, too many standing committees are in place, and we are not as flexible and mobile as we can be." With this in mind, the upper administration is being retooled (see organograms, pages 6 and 7). Lowy also forecast a plan for better use of the Loyola Campus, and an effort to reduce the costly rentals which see the University using a total of 77 street addresses.

The Rector touched on a number of other issues in his 30-minute speech. In reference to the three professors who left in 1995 after investigations of scholarly authorship and

grant management, Lowy said that "final decisions are imminent. It is regrettable but inevitable that no decision will be considered satisfactory by all the parties concerned."

Regarding the senior administrators who retained their administrative stipends when they returned to teaching (according to a short-lived policy which was overturned, though not retroactively), Lowy said he supported reversing the policy, but the former administrators in question "have been unfairly castigated and labelled to the point of vilification by certain people."

In the morning meeting with faculty, there were complaints about the recognition accorded both research and teaching, and a sense of the delicate tension between the two. The Rector pledged to find ways to enhance recognition for teaching and one professor talked about the effort

involved in teaching graduate students. Several others pointed out that Concordia's success rate for grant applications in the social sciences and humanities has declined; that research dollars often provide essential resources with which to teach; and that it is research projects that impress outsiders, not good teaching, which is considered a given.

The Rector paid tribute to the spirit of collaboration he has experienced in his dealings with the inter-union council. A union activist got applause when she complained about the slowness of the negotiation process, and Lowy promised to speed it up.

Another meeting will be held soon to present details of the 1996-97 budget.



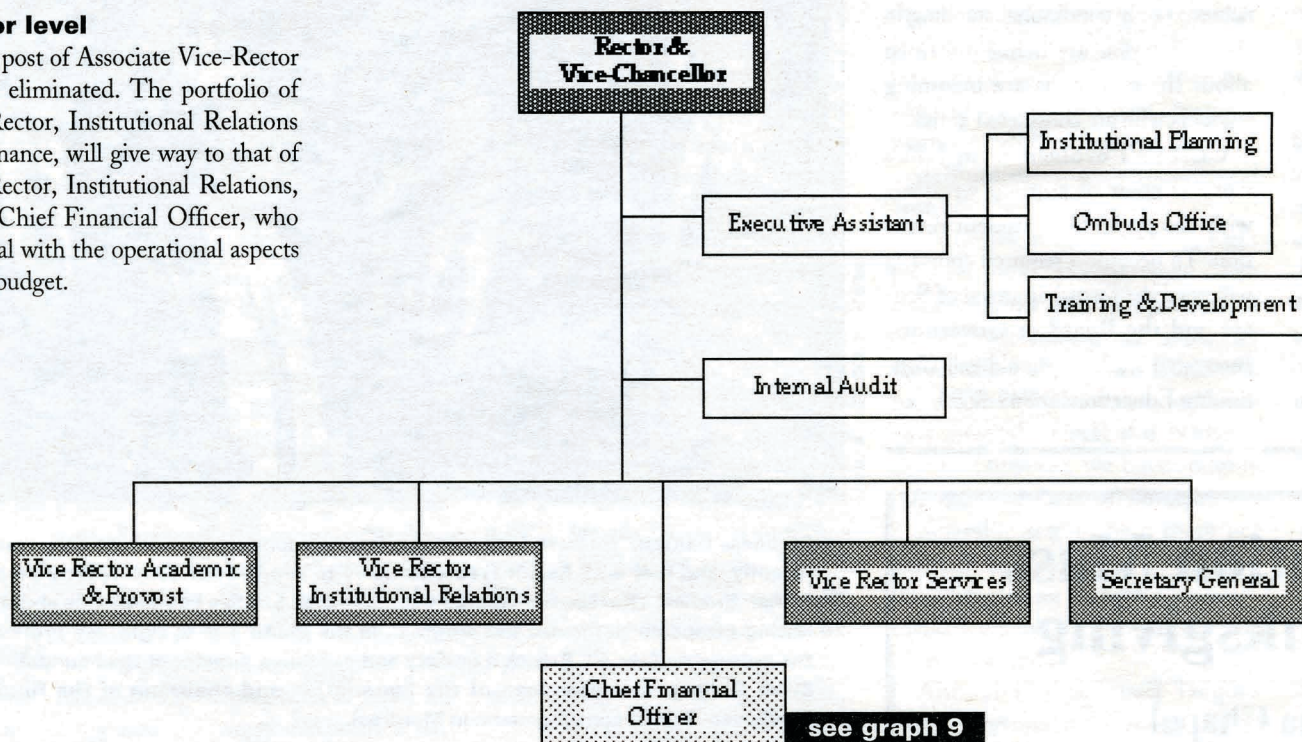
# Reorganization of the senior administration

This major restructuring is expected to save \$1.1 million and produce a more effective, efficient administration. It was approved by University Senate on May 3, and by the Board of Governors on May 15.

## Senior level

The post of Associate Vice-Rector will be eliminated. The portfolio of Vice-Rector, Institutional Relations and Finance, will give way to that of Vice-Rector, Institutional Relations, and a Chief Financial Officer, who will deal with the operational aspects of the budget.

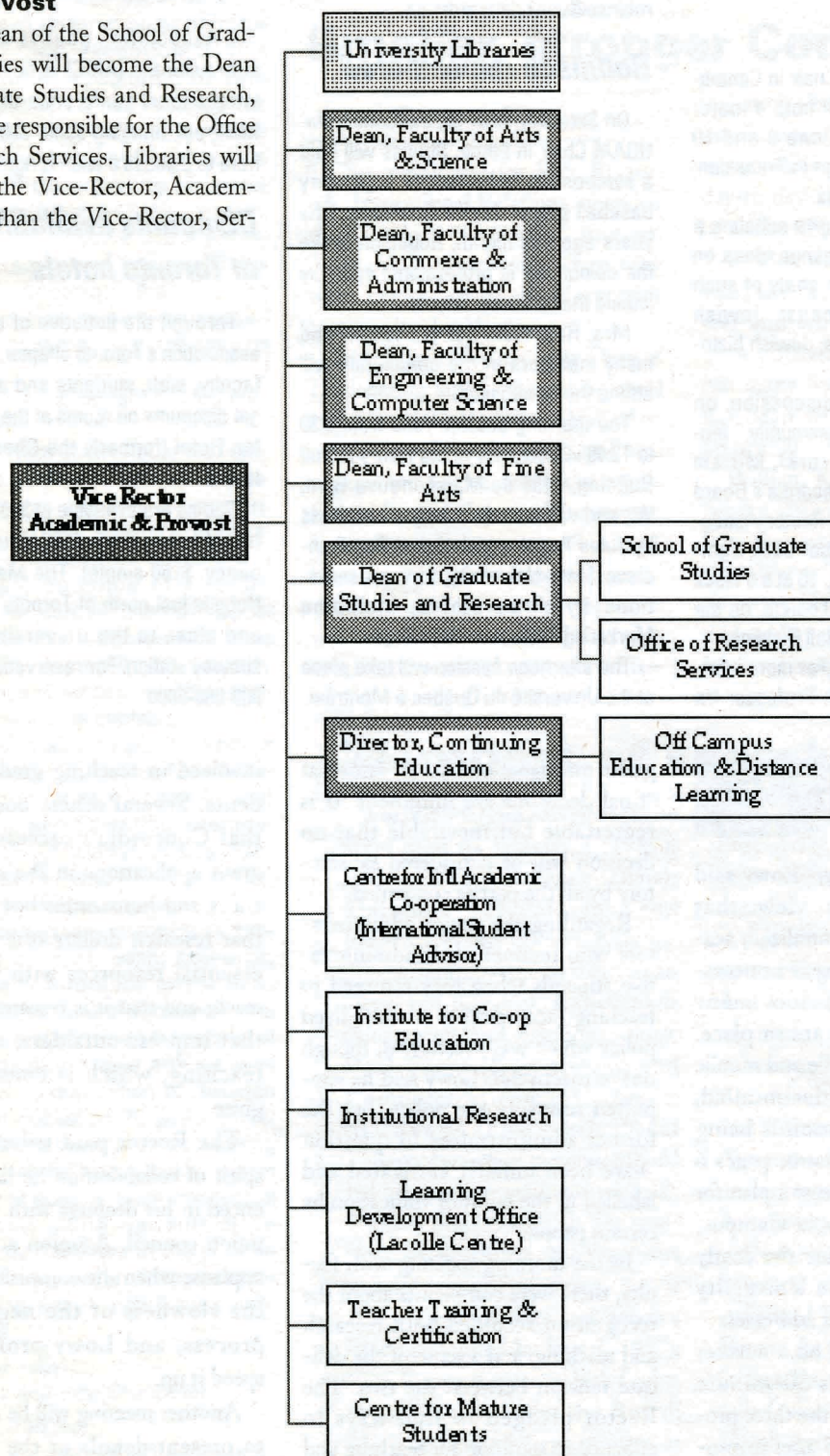
graph 1



## Vice-Rector, Academic, and Provost

The Dean of the School of Graduate Studies will become the Dean of Graduate Studies and Research, and will be responsible for the Office of Research Services. Libraries will report to the Vice-Rector, Academic, rather than the Vice-Rector, Services.

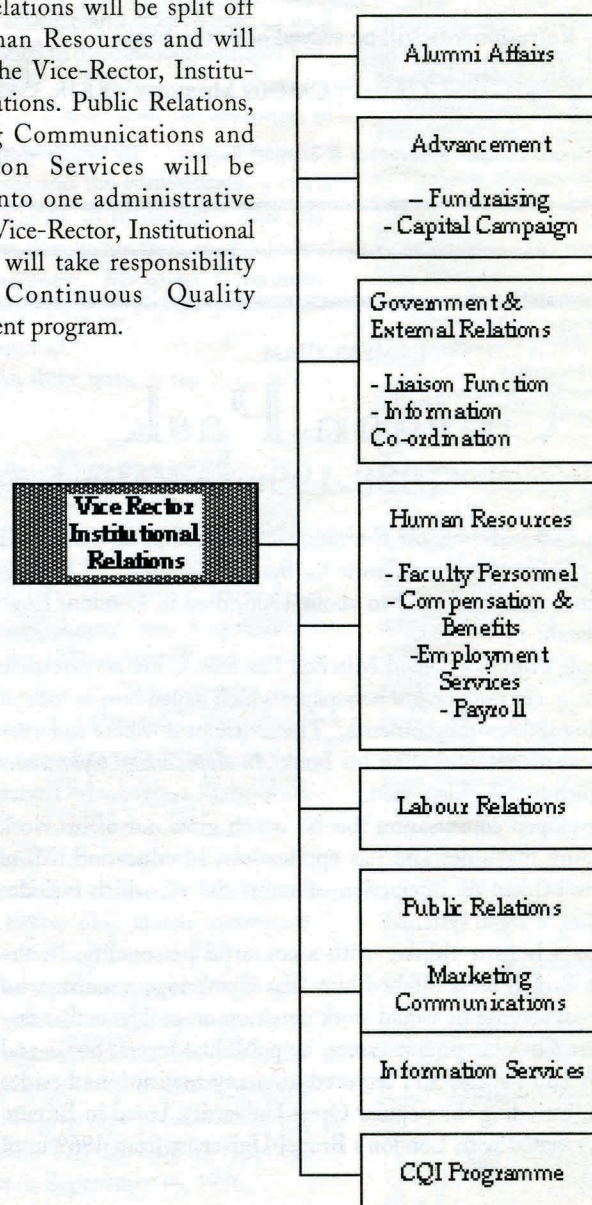
graph 2



## Vice-Rector, Institutional Relations

A new post has been created within the Office of the Vice-Rector, Institutional Relations, for dealing with government and external relations. The Alumni Affairs Office will report directly to the Vice-Rector, Institutional Relations, rather than through the University Advancement Office. Labour Relations will be split off from Human Resources and will report to the Vice-Rector, Institutional Relations. Public Relations, Marketing Communications and Information Services will be grouped into one administrative unit. The Vice-Rector, Institutional Relations, will take responsibility for the Continuous Quality Improvement program.

graph 3



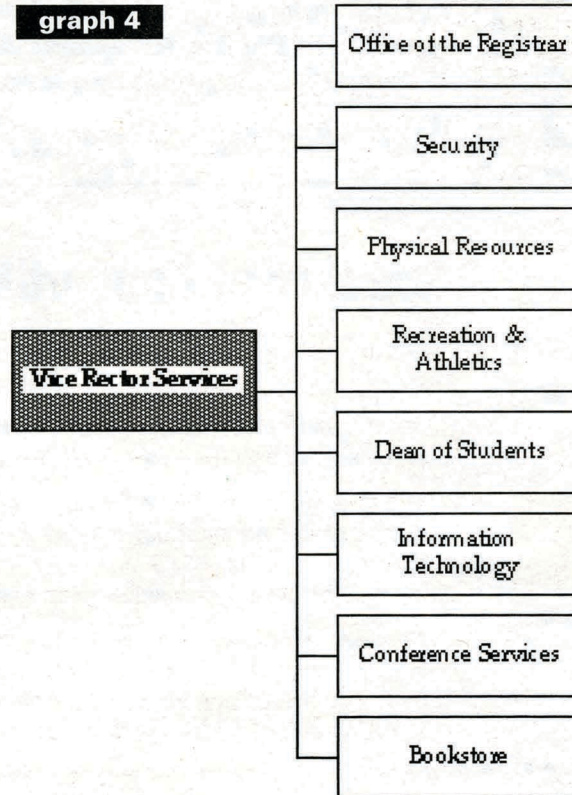


# Reorganization of the senior administration

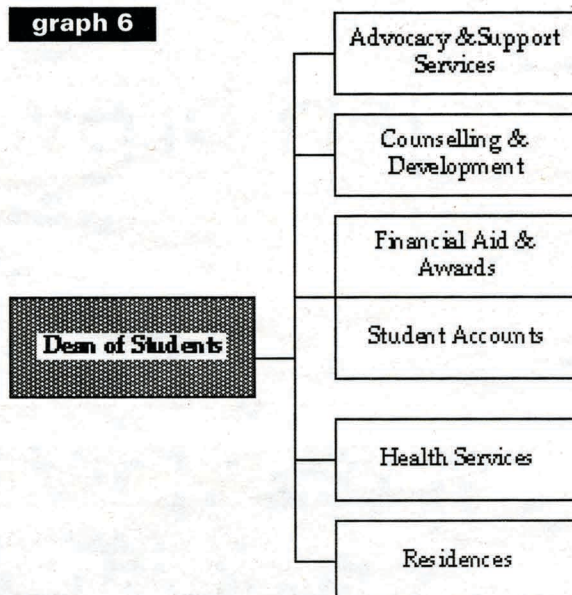
## Vice-Rector, Services

A search will be initiated to fill the post of Director of Physical Resources, which comprises seven units, and reports to the Vice-Rector, Services. Recreation and Athletics will report directly to the Vice-Rector, Services, rather than to the Dean of Students. A new division of Information Technology will be created under the Vice-Rector, Services. The Dean of Students, who reports to the Vice-Rector, Services, is now responsible for Advocacy and Support Services, Counselling and Development, Financial Aid and Awards, Student Accounts, Health Services, and Residence.

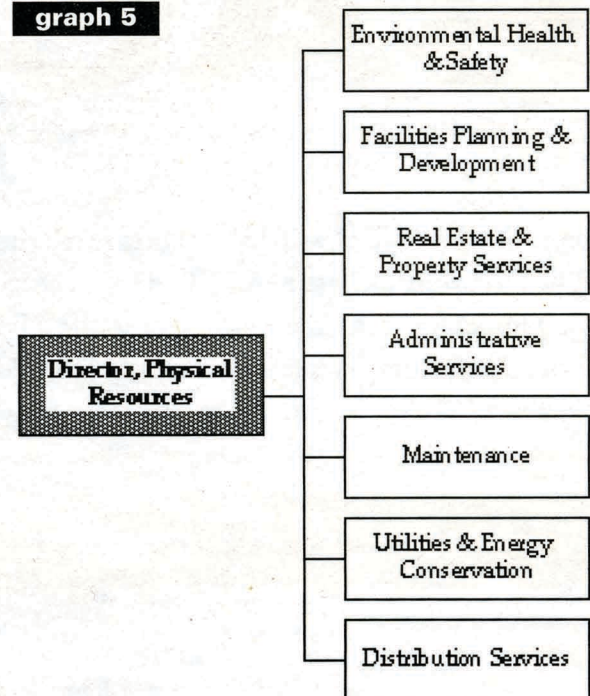
graph 4



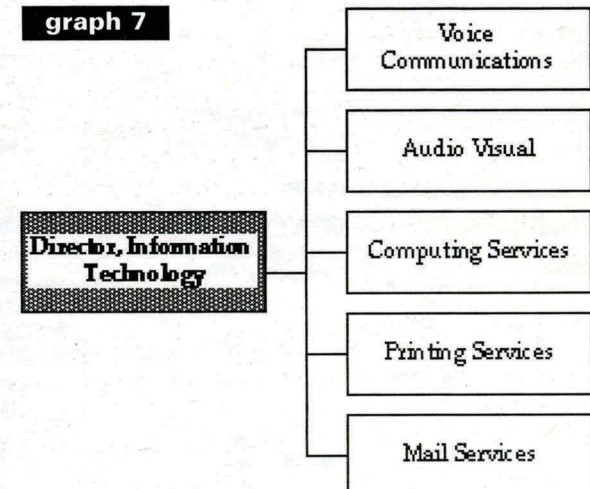
graph 6



graph 5



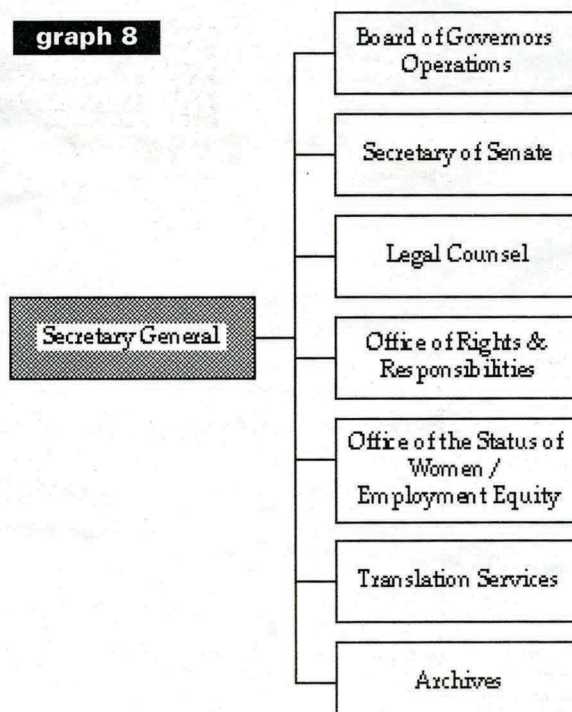
graph 7



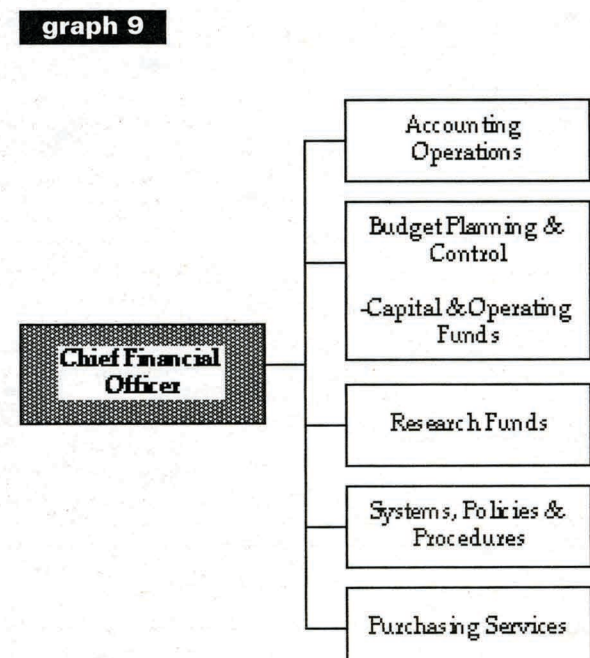
## Secretary-General

The Office of the Secretary-General will include a number of new responsibilities, including the Office of Rights and Responsibilities and the Office of the Status of Women and Employment Equity.

graph 8



graph 9





# The BACK Page

Events, notices and classified ads must reach the Public Relations Department (BC-115) in writing no later than Thursday, 5 p.m. the week prior to the Thursday publication. For more information, please contact Kevin Leduc at 848-4881, by fax: 848-2814 or by e-mail: kevin@alcor.concordia.ca.

MAY 23 • JUNE 6

## Art Gallery

The Leonard and Bina Ellen Art Gallery is located at 1400 de Maisonneuve Blvd. W. Information: 848-4750. (Métro Guy-Concordia)

### Until June 1

*The Agnès Lefort Art Gallery: Montréal 1950-61.* Monday - Friday from 11 a.m. - 7 p.m. and Saturday from 1-5 p.m.

## Centre for Mature Students

Information and admission sessions will be held for those interested in starting a part-time undergraduate program but do not have normal university entrance requirements. Arts and Science/Fine Arts, May 28, 29; Commerce and Administration, May 28; Engineering and Computer Science, May 29. All sessions, 3:30 - 7:30 p.m. in LB-517, 1400 de Maisonneuve Blvd. W. 848-3890/95.

## CPR courses

The following courses will be offered by the EH&S Office in the next few weeks. Members of Concordia and the outside community can take these courses. Contact Donna Fasciano, Training Co-ordinator, at 848-4355.

June 1 .....Baby Heartsaver  
June 2 .....BLS Recertification  
June 10 .....Heartsaver  
June 15 & 16 ....CSST First Aid - French course  
June 18 & 19 ....CSST First Aid - English course  
June 22 & 23 ....CSST First Aid - English course  
June 27 & 28 ....CSST First Aid - French course

## Film

**Conservatoire d'Art Cinématographique de Montréal**  
Cinéma J.A. DeSève, 1400 de Maisonneuve Blvd. W., Concordia University (Métro Guy-Concordia). Admission: \$3.50.

### Thursday, May 23

*Le confort et l'indifférence* at 7 p.m.;  
*How Green was My Valley* at 9 p.m.

### Friday, May 24

*Le déclin de l'empire américain* at 7 p.m.; *My Darling Clementine* at 9 p.m.

### Saturday, May 25

*Huis clos* at 7 p.m.; *The Quiet Man* at 9 p.m.

### Sunday, May 26

*Animal Farm* at 7 p.m.; *Dance, Girl Dance* at 8:30 p.m.

### Monday, May 27

*Rocking Silver* at 8 p.m.

### Tuesday, May 28

*L'Homme dans la lune* at 8 p.m.

### Wednesday, May 29

*Rami and Juliet* at 8 p.m.

### Friday, May 31

*La petite allumeuse* at 7 p.m.; *Mona Lisa* at 9 p.m.

### Saturday, June 1

*Belle de jour* at 7 p.m.; *La Dolce Vita* at 9 p.m.

## Lectures & Seminars

**QAAL (Québec Association for Adult Learning) Conference**  
**Thursday, June 20**

Adult Learning in the Global Village. Rosalind Fritz on "A Structural Thinking Perspective." Guest speakers, workshops, exhibitors, Internet demonstrations. 9 a.m. - 5 p.m., Loyola Campus. 848-2036.

**Concordia-UQAM Chair in Ethnic Studies**  
**Saturday, May 25**

*Jackie Robinson remembered*  
A symposium is being held in honour of legendary baseball player Jackie Robinson. Fifty years ago this month, Robinson broke the colour bar in professional sport by joining the Montreal Royals. Mrs. Robinson, her grandson, and many members of the community will attend. The morning session runs from 9:30 to 12:45 in Room 937 of the Henry F. Hall Building, 1455 de Maisonneuve Blvd. W., and will include a keynote address by Jules Tygiel, a historian at San Francisco State University, plus presentations by three others, including Marketing Professor Chris Ross. The afternoon session takes place at the Université du Québec à Montréal. Call 848-8728.

## Legal Information Services

Concordia's Legal Information Services offers free and confidential legal information and assistance to the Concordia community. AD-130, Loyola Campus, 848-4960. All consultations are by appointment only. Day and evening appointments available.

## Meetings

Board of Governors: Wednesday, June 19 at 8 a.m. in GM-407-1, 1550 de Maisonneuve Blvd. W.

Senate: Friday, May 31 at 2 p.m. in DL-200, Loyola Campus.

## Peer Helpers

Peer helpers are trained volunteers who listen to other students, and refer them to others who can help them. Students who are interested should call Daryl Ross, Campus Ministry, at 848-3588.

## Unclassified

### For rent

Comfortable home in Westmount available to non-smoking visiting professor or mature student. Can be shared now, with sole occupancy during the summer months. Please call 486-3215.

### USA work permits

We can help Canadian citizens increase their chances of receiving USA work permits. Also, U.S. immigration and related business matters. B. Toben Associates (U.S. lawyers) 288-3896.

## Workshops

### Planning your retirement

Develop a strategy to maximize retirement income from personal employment and government plans. Co-ordinate your pension, retirement allowance, RRSP, in the most tax-effective manner. Contact Russell Chapman (MA, Concordia '81), Chartered Financial Consultant, for independent advice, personalized plan and quotations. Chapman Financial Group, 499-1317.

## Applications to sponsor visiting lecturers

The Visiting Lecturers Committee of Concordia University invites applications from the University community to sponsor visiting lecturers for the 1996-97 academic year.

Application forms and guidelines may be obtained from the chair, director, principal or head of an academic unit, or from the Office of the Vice-Rector, Academic. Eight copies, including the original application, must be submitted to the office of the latter, at Room AD-232, Loyola Campus, by June 14, 1996.

Late applications cannot be accepted. The next round will take place in May 1997.

## Speaker of Concordia University Senate

For the first time next academic year, Senate will be chaired by an elected Speaker.

The role of the Speaker is to move the debate along, keep a speakers' list, know the rules of Senate and the University rules that affect it, maintain parliamentary order, and remain neutral. The position will be held for one year, renewable by Senate.

The steering committee of Senate has nominated John W. O'Brien (Economics) for the post. Other nominations may be made by any internal part-time and full-time members of the Concordia University community, including students, faculty, staff and administrative personnel. Nominees must have served on Senate.

Nominations must be signed by five members of the community (one of whom must be a current voting member of Senate), and by the nominee. They must be received by John Noonan, Secretary of Senate (AD-224, fax: -8766) no later than 5 p.m. on Wednesday, May 29. Nominations will be voted on at the Senate meeting of May 31.

Concordia University Faculty of Fine Arts presents a benefit concert

fresh start  
featuring jazz singer  
**jeri brown**

Thursday, May 30, at 7 p.m.  
Concordia Concert Hall  
7141 Sherbrooke St. W.  
Tel 848-4660 Fax 848-4599

\$15 concert only  
\$25 concert and cocktail  
\$100 concert, cocktail and dinner



## Spring Convocation dates

**Arts and Science:** Monday, June 17, 9:30 a.m., Place des Arts  
Monday, June 17, 2 p.m., Place des Arts

**Commerce and Administration:** Tuesday, June 18, 2 p.m., Place des Arts

**Engineering and Computer Science:** Thursday, June 20, 10 a.m., Place des Arts

**Fine Arts:** Thursday, June 20, 2 p.m., Place des Arts

**Grad Finale:** Thursday, June 20, 5 to 7 p.m. in the atrium (Place Concordia) of the J.W. McConnell Building.

Join the party!  
Come and raise a glass to the Class of '96

## Grad Finale

Thursday, June 20, 5-7 p.m.  
Atrium - Place Concordia, J. W. McConnell Building  
1400 de Maisonneuve Blvd. W.

Hosted by Rector and Vice-Chancellor Frederick Lowy and the Concordia University Alumni Association

### Price

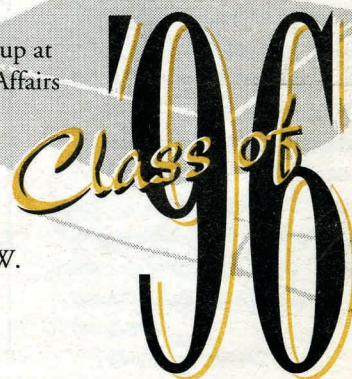
Complimentary for graduating students  
\$10 for each guest, faculty and staff

Tickets can be picked up at the Office of Alumni Affairs

**SGW Campus**  
1463 Bishop St.  
BC-101

**Loyola Campus**  
7141 Sherbrooke St. W.  
CC-324

For more information, call (514) 848-3815.





# Concordia University

## Preliminary 1996-97 Provisional Operating Budget For Consultation

### Introduction

This document contains a preliminary provisional operating budget for 1996-97. This is an unusual occurrence brought about by the following factors: the significant reduction in government funding; the need to hold further discussions regarding the refinement of the performance indicators being used in the Faculties; and the unknown implications of the Faculty and Librarian Retirement Incentive Plan (FALRIP). Until the full impact of FALRIP is known and analyzed, it is not practical to set a final budget and reallocate resources for the upcoming year.

Further consultation and discussion will be carried out during the summer and a final operating budget is expected in the fall.

### Context for the 1996-97 Operating Budget

Concordia's 1995-96 operating budget was reduced by approximately \$10 million, representing a decrease of 6.31% from the previous year. While the Concordia community responded in a responsible manner, it was understood that the \$10-million cut in 1995-96 would be followed by further and even more serious budget compressions in the years to come. Consequently, in 1996-97 Concordia will need to reduce expenditures by approximately \$12.5 million for a total operating budget of \$170,457,000<sup>1</sup>.

The factors contributing to the \$12.5-million reduction to Concordia's 1996-97 operating budget are as follows:

- \$9.7-million compression in the government's funding to Concordia;
- a further \$600,000 loss of government funding due to a decline in student enrolment in 1995-96; and
- approximately \$2.2 million due to loss of tuition revenue, salary increases, etc.

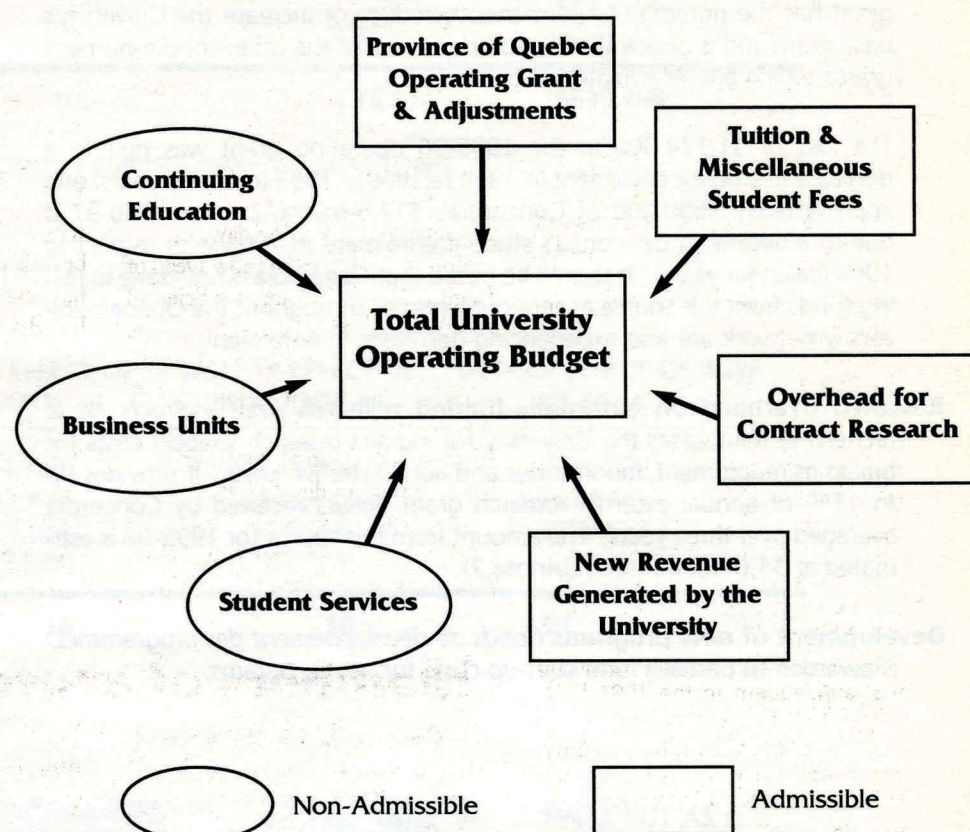
Concordia expects a similar budget compression for 1997-98 and the government has advised universities to prepare for further reductions in funding for following years. Combined with predicted declines in Concordia's student enrolment, current estimates indicate that Concordia's 1999-2000 operating budget may be approximately \$41 million less than the 1994-95 operating budget.

In order to achieve the expected cuts, Concordia will need to build on the strategies introduced in 1995-96 and earlier, develop and implement additional means of reducing costs and continually seek ways to generate new revenue.

### The University's Operating Budget

The main sources of revenue that determine the University's operating budget are as follows:

- the Province of Quebec Operating Grant and adjustments;
- tuition and miscellaneous student fees;
- overhead for contract research;
- new revenue generated by the University;
- revenue generated by self-financing units (i.e., Continuing Education and the Business Units, including the Commerce Business Units and Ancillary Services); and
- Student Services fees and the Province of Quebec Student Services Operating Grant.



The \$12.5-million cut for 1996-97 will come from the admissible portion of the University's operating budget. The non-admissible portion of the operating budget will not be affected by the cut because the revenue comes either from self-financing (i.e., Continuing Education and the Business Units) or from fees and an operating grant designated for Student Services.

<sup>1</sup> Concordia's 1996-97 admissible operating budget is \$144,054,000. The admissible operating budget does not include Continuing Education, the Business Units (e.g., Commerce Business Units and Ancillary Services) or Student Services. Continuing Education and the Business Units are self-financing. Student Services are funded by the Province of Quebec Student Services Operating Grant and Student Services fees.



## Province of Quebec Operating Grant

A common misunderstanding regarding government funding is that our government grant is directly proportional to our clientele base or level of student enrolment. While enrolment is an important factor in determining our government grant, and thus the University's operating budget, it is not the only factor. The University receives a number of adjustments to the base grant, one of which is based on the net number of students enrolled, but a significant portion of our base grant is historically based and has evolved over time.

The government base grant (*subvention de base*) reflects the University's previous year's base funding level. To determine the base grant for the upcoming year, various adjustments and indexation and/or compression factors are applied. Concordia's 1995-96 base grant totalled \$129,035,000.

## Adjustments to the Base Grant

The adjustments or "special-purpose grants" that have the most impact on our funding base are as follows:

**Graduating students** (*diplomation*) rewards degree completion and emphasizes student retention. Degrees conferred are funded currently at the rate of \$500 per Bachelor (Baccalaureate) degree, \$600 per Master (Magisteriate) degree and \$1,000 per Doctorate. Concordia's adjustment for graduating students in 1995-96 is estimated at \$2,045,000.<sup>2</sup>

**Additional students** (*variations des effectifs étudiants*) rewards student recruitment and retention through providing additional funds for net gains in full-time equivalent (FTE) enrolment and decreases in funding when FTE enrolment drops. Grants for additional students (or reduced funding for fewer students) are built into the University's base operating fund. This grant has the potential to permanently reduce or increase the University's base grant and is ongoing as opposed to most of the other special-purpose grants which are recalculated each year.

The loss of \$1,174,000 in the 1995-96 operating grant was due to a decrease in student enrolment in 1994 relative to 1993 (calendar years) and approximately \$600,000 of Concordia's \$12.5-million cut for 1996-97 is due to a decline in Concordia's student enrolment in 1995 with respect to 1994 (calendar years). It should be noted that Concordia is not alone in losing funds from this source as other universities throughout the Quebec-university network are also experiencing decreases in enrolment.

**Research overhead on externally-funded research** (*frais indirects de la recherche*) reimburses the University for indirect research support costs for buildings, equipment, laboratories and administrative costs. It provides up to 15% of annual external research grant dollars received by Concordia averaged over three years. The amount from this source for 1995-96 is estimated at \$1,678,000 (see footnote 2).

**Development of new programs** (*fonds de développement des programmes*) is awarded to partially fund start-up costs for new programs.

Funding is also available to subsidize programs that have been revised substantially. The grants for revised programs are allocated throughout the network on a competitive basis and in order to qualify, programs must have been appraised previously according to the criteria established by CREPUQ.

In 1993-94, \$2 million for the fonds de développement des programmes was injected into the Quebec system. In 1994-95, Concordia received a total of \$346,000 to fund start-up operating costs for the two new PhD programs (Biology and Mathematics) and the new Masters in Applied Social Science. No funds are expected from this adjustment for 1995-96.

**Rented space** (*locations d'espaces*) is an amount that covers most, but not all, of the costs of leases authorized by the government. The portion that is not funded is considered by the Ministry to be included in the grant for additional students; the University's total space entitlement is determined by the number of students in the various disciplinary sectors. The amount for 1995-96 from this source is estimated at \$4,113,000 (see footnote 2).

## Tuition and Miscellaneous Student Fees

Revenue from tuition<sup>3</sup> and miscellaneous student fees is determined by our current enrolment. The amount billed for tuition fees in 1995-96 was close to \$30 million. Tuition fees are regulated by the Ministry and will remain frozen for 1996-97.

It should be noted that the University does not retain the total amount received from tuition fees. A portion of the University's tuition revenue is transferred to the government student financial aid program. In addition, the University must give the government the portion of tuition collected from international students that is over and above the fees paid by Canadians and permanent residents.

## Overhead for Contract Research

Overhead for contract research is charged by the University against contract research revenue to offset costs and to recover direct salary and non-salary expenditures. About half the revenue from this source is reinjected into research and the remainder goes to the general University operating budget. Revenue for overhead for contract research has dropped steadily from more than \$300,000 in 1989 to about \$170,000 in 1993. It is expected that the Industrial Liaison Unit will work with the Faculties and with industry to generate substantial revenue for the University. This additional revenue is also expected to offset expenses of the Industrial Liaison Unit.

## New Revenue Generated by the University

Opportunities for additional revenues in 1996-97 are limited in light of the continued tuition freeze. Increases to the term fee and the admission fee are being considered. In the area of Physical Resources, it may be possible to generate some revenue by working on small construction and renovation projects that fall within provincial regulations. The self-financing Business Units are expected to generate revenue for the University. In particular, a contract from the new Computer Store is expected to make a profit of approximately \$200,000.

<sup>2</sup> Source: Règles budgétaires et calculs des subventions de fonctionnement aux universités du Québec, 1995-96.

<sup>3</sup> Tuition fees includes the former Academic & Services Fee.

# The \$10-Million Cut to Last Year's Operating Budget (1995-96)

Following consultation with the community carried out by the Deans and members of the Office of the Rector, it was agreed to distribute the \$10-million cut as follows:

Sector/Area	Amount of cut	Proportion of cut relative to the 1994-95 operating budget
Administrative & Support/Services Sectors	\$4.3 million	8.34% of their total 1994-95 operating budget of \$51.543 million
Academic Sector outside the Four Faculties	\$500,000	8.39% of their total 1994-95 operating budget of \$5.956 million
Four Faculties	\$5.2 million	5.15% of their total 1994-95 operating budget of \$100.923 million



## Administrative & Support/Services Sectors

Within the Administrative & Support/Services Sectors the \$4.3-million cut was achieved through a combination of strategies that included the following:

- closure of positions through the early retirement program for staff;
- additional reductions in staff and cuts in some non-salary expenses resulting from the first phase of the Organizational Reviews;
- and additional cuts of up to 4% of the budgets for all areas capable of absorbing additional cuts.

The distribution and application of the additional cuts of up to 4% were determined in light of the number of closed positions due to early retirements and the organizational reviews. In addition to the strategies mentioned above, the University continued selective hiring and replacement of staff.

## Academic Sector Outside the Four Faculties<sup>4</sup>

In the Academic Sector outside the four Faculties, the \$500,000 cut was achieved mainly through a savings due to administrative leaves, a cut to the School of Graduate Studies, a 4% cut for other academic units such as Faculty Personnel and Learning Development and new revenue from the University's share of the overhead of new contracts through the Industrial Liaison Unit.

## Four Faculties

Through the consultation process and discussions at meetings of the Office of the Rector and the Deans, the principle of using performance indicators was accepted as the means to distribute the Faculties' share of the \$10-million cut.

# Expense-Reduction Strategies for Arriving at the 1996-97 Provisional Budget

In order to distribute the \$12.5-million cut for the coming year, a number of strategies and measures introduced previously will be repeated and, where necessary, modified. Because of the unprecedented nature of the cuts, additional measures will also be introduced. Some of the new measures will be implemented on a one-time basis while others will be integrated with and built into the existing budget process.

## Continuous Quality Improvement (CQI)

In September 1995, the University made a commitment to adopt a CQI program to advance the organizational review process. In addition to increasing efficiency and reducing costs, CQI will provide a means of ensuring that the administrative and support/services sectors are furthering and supporting the academic priorities of the University.

## Retirement Incentive Programs

To deal with the financial crisis faced by the University and to permanently reduce expenditures, Concordia has implemented two retirement incentive programs.

**The Faculty and Librarian Retirement Incentive Plan (FALRIP)** was introduced to deal with the \$12.5 million budget shortfall for 1996-97 and predicted cuts in subsequent years. CUFA and the administration agreed that an enhanced retirement package for faculty members and librarians was both a means to deal with budget reductions and an opportunity for faculty renewal and rejuvenation in designated, priority areas of the University. Eligible CUFA members can take advantage of the package as early as June 1, 1996 and, in some cases, as late as July 1, 1997.

Because the number of faculty members and librarians accepting the offer was not known until May 10, further analysis is needed to determine the full impact of FALRIP. As expected, the outcome will be disproportionate, with some areas being affected more than others. The Faculty of Arts and Science alone, with 58% of the total faculty positions, accounts for 80 of the 114 (70%) faculty positions that will be vacated under FALRIP. The gross savings in salaries and benefits amount to over \$11 million; however, full savings from FALRIP will not be realized until 1997-98. For 1996-97 the gross savings from the program will be just over \$7 million.

The positions that become vacant will not be reallocated immediately, rather, as an interim measure, the University will use a combination of limited-term appointments and part-time faculty to ensure that essential courses are taught. A commitment will be made now, however, to fill permanently approximately 20 of the vacated positions. The positions will be returned to those areas that represent a conjunction of highest priority as determined by the Faculty planning processes and the areas of greatest need. Although the commitment to return these positions is immediate, it is expected that they will not be filled before June 1997 due to the lead time required for recruitment and hiring.

The reason why the commitment to fill the approximately 20 positions is being made at this time, before the final results of the academic planning process are known, is threefold:

- to correct for the random nature of the effects of FALRIP because of age distribution;
- to ensure that priority areas, especially those of graduate education, do not degrade; and
- to recognize that graduate programs cannot be maintained using part-time contracts and limited-term appointments.

Further positions will be returned to the Faculties, but only after the results of the planning process under way in each Faculty have been integrated with and supplemented by the University-wide academic plan that is presently being developed and informed by the five principles. The final budget document to be released in Fall 1996 will detail the results from the planning process.

**The Early Retirement Incentive Program (ERIP)** was introduced in 1995 as one of the University's initiatives to reduce permanently the operating costs of the University. Under ERIP, early retirement was offered to administrative and support staff aged 52 and over. Positions vacated as a consequence of ERIP are deemed closed, effective on the date of departure of the retiring employee, and the corresponding salary allocation is withdrawn from the departmental operating budget.

In areas where the closed position is judged essential to the operation of the unit, requests must be made to the Office of the Rector and supported by the appropriate Dean or Director and the corresponding Vice-Rector, the Secretary-General or the Rector. All such temporary contracts approved by the Office of the Rector were only until May 31, 1996. Because there will be no funding in departmental budgets beyond May 31, any extensions or renewals of these contracts (to be approved by the appropriate sector head) must be financed from existing resources within the individual unit. If the unit does not have the funds in its budget, the case must once again be brought to the Office of the Rector for approval.

To date 69 positions have been closed as a result of ERIP and further closures will occur as participants in the program turn 55. Over the next three years an additional 42 positions are expected to be closed.

Because of a surplus to Concordia's pension fund, the University was able to reduce its employee benefits expenses by \$4 million in 1995-96. The \$4 million was used to fund part of the staff early retirement program, to offer incentives to encourage Departments throughout the University to achieve last year's \$10-million cut, and to offset salary costs for closed positions resulting from the staff early retirement program and the organizational reviews.

The suspension will continue in 1996-97 and the subsequent \$4-million saving will be applied to Concordia's accumulated debt, which now stands at approximately \$35 million.

<sup>4</sup> This includes the School of Graduate Studies and a number of units such as the Centre for Mature Students, the Institute for Cooperative Education, Learning Development and Research Services.



## Selective Replacement and Hiring of Faculty and Staff

Faculty and staff positions vacated as a result of attrition, FALRIP and ERIP will be replaced on a selective basis. This is a continuation of past practice for staff and an extension of this policy to faculty positions.

## Academic Planning & Budget Process

The Academic Planning & Budget Process has become the focal point for planning in the academic sector. The process promotes effective utilization of the University's resources by linking the budget process with the academic planning process. As part of this process during 1995-96, each of the four Faculties and the School of Graduate Studies completed plans, goals and objectives that will, in turn, inform University-wide priorities.

## Performance Indicators

In 1995-96, SCAPP and Senate approved the introduction of performance indicators as a permanent feature of the budget process. Approval was based on the condition that, in subsequent years, the model will continue to be refined and will allow for factoring in of priorities as they are determined. The indicators and methodology evolved from the work of SCAPP's Academic Planning & Budget Process and reflect levels of resources and activity for each Faculty relative to the others.

A review and explanation of the indicators can be found in the Appendix.<sup>5</sup> The indicators and methodology have been refined for 1996-97. The changes are as follows:

- Contract research has been removed from Indicator 1 because two of Concordia's four Faculties have no contract research revenue. The resulting reallocation of dollars using a model including contract research would therefore not be very meaningful.
- Because of its impact on the University's operating grant and because it is already expressed in actual dollars, Funding for Additional Students (previously Indicator 5) will no longer be included as an indicator. Funding for Additional Students will be calculated in line with calendar years rather than academic years and for 1996-97, 60% of the amount for each Faculty will be counted, an increase from 40% in 1995-96.
- To reflect the relative importance of the indicators, Indicators 1, 2 and 3 will be weighted at 15% each and Indicator 4 will carry a weight of 55%. Indicator 4, Revenue/Expenditures Ratio is given more weight because, next to revenue from additional students, it is considered the most important financial indicator.

During the summer, the indicators will be refined further and more discussion about the use of the indicators will take place. It is intended that the final set of indicators will help to measure performance relative to the values inherent in the five principles. Changes resulting from the refinement and discussion will appear in the final operating budget this fall.

## Five Principles

In October 1995, *Setting the Course for Our Future: A Discussion Document*, prepared by the Rector and Vice-Rector, Academic, in consultation with the Deans, was released to the Concordia community. This document addresses and supports moving away from horizontal or pro-rata cuts in the academic sector and moving towards a performance-based budget process that will be informed by academic priorities, institutional values and five principles contained in the discussion document.<sup>6</sup> By operationalizing the principles to guide decisions, it will be possible to identify programs which should be: enhanced and further developed; maintained in their current state; added; consolidated or otherwise re-organized; or phased out.

The five principles will become a permanent, ongoing part of the University's planning and budget process. The five principles provide a critical link to a number of initiatives introduced previously. In combination with work from the academic appraisals and the Academic Planning & Budget Process, the five principles are being used currently in the Faculties to identify priority areas and to make decisions about restructuring and, in some cases, phasing out of programs.

Along with the performance indicators, the five principles will be used to determine the final distribution of the \$12.5-million cut to the University's 1996-97 operating budget. Decisions regarding replacement and re-allocation of CUFA positions vacated as a result of FALRIP will be made based on academic priorities that emerge from the Faculties' current planning which is being guided by the five principles.

## New Support for Researchers

An additional amount of \$286,000 will be injected into the 1996-97 budget to support research infrastructure. This amount represents one-sixth of the total allocation for this purpose in the government grant (which in turn represents 15% of all research grants from recognized granting agencies). Given the fact that most indirect costs cannot be charged to research grants, and given the inadequacy of Faculty or other budgets, half of the total received from the government of Quebec will be made available and distributed in a manner analogous to the procedure used for overhead on contract research. Over the following three years, additional amounts will be added to attain a total of 50% of the full allocation from the government in year four.

## Incentives

Last year certain incentives were introduced into the budget process. The purpose of the incentives was to encourage more rigorous budget management and to promote initiatives that will permit future savings or new revenues.

## Budget Surpluses

Policies were developed to further distribute budgetary responsibility and accountability throughout the University. As part of this development, Departments/Units are allowed to carry over a percentage of their unspent funds to the next budget year to pay for one-time non-salary acquisitions (including services). Similarly, "controllable" deficits will also be carried forward into the next budget year.

## Initiatives to Reduce Expenditures and Increase Revenue

Again in 1996-97, approximately \$1 million will be made available for initiatives that will lead to reductions in expenditures or increases in revenues. Of particular importance are program and curriculum development; in fact, any activities that will result in more students, either through increased retention or recruitment, will be encouraged. These incentives are one-time payments that will not become part of the base operating budget.

## Commitment to Track Cuts and Make Adjustments in the Following Year

Because the cuts were expected to be disproportionate in 1995-96, the commitment was made to keep track of cuts in each area from one year to the next and to make adjustments in the following year or, if possible, in the same year, with the goal of achieving budget equity over time.

This practice will continue and is essential for 1996-97, especially in the Faculties, where there will be discrepancies between the distribution of the cuts that should have resulted from applying the indicators and what will, in fact, happen as a result of FALRIP. **As well, the revised indicators and weightings should be applied retroactively to last year's cuts in the Faculties. Consequently, adjustments will need to be made based on the difference between the results of applying last year's model and this year's revised model.**

<sup>5</sup> For a detailed explanation of the methodology used, please contact the Office of Institutional Research.

<sup>6</sup> See Appendix I for the text of the five principles approved (as amended) by Senate on November 17, 1995.



# Consultation

Consultation regarding the preliminary provisional budget will take place in late May and early June. The timeframe for consultation is shorter than usual because of FALRIP. Following consultation, the preliminary provisional budget will be presented at the June meeting of the Board of Governors.

In addition to the regular consultation process, the Rector will hold an open meeting to provide an opportunity for the Concordia community to discuss the 1996-97 operating budget and budget-related issues.

Further consultation and discussion will take place during the summer and a final operating budget will be presented to Senate and the Board in the fall. It should be noted that the bottom line will not change in the final budget, rather the purpose of the final budget will be to redistribute the cuts among the Faculties.

## Distribution of the \$12.5-Million Cut for 1996-97

### Four Faculties: (\$8.2 million)

The four Faculties' share of the \$12.5-million cut is \$8.2 million; however, the final distribution of the \$8.2-million compression among the four Faculties has not yet been determined.

The major portion of the \$8.2 million will come from vacant CUFA positions due to FALRIP; however, as expected, the results of FALRIP are disproportionate with Arts and Science accounting for 70% of the total number of retirements across the four Faculties. So that the distribution of the cut among the Faculties is fair, further discussion needs to take place among the Deans and the Office of the Rector.

In summary, \$7 million of the \$8.2 million will come from FALRIP. Approximately \$1.3 million of the \$7 million will be reinjected into the academic sector to cover part-time contracts or limited-term appointments to ensure that essential courses are taught; therefore, the net result of FALRIP is \$5.7 million. This leaves a shortfall of \$2.5 million that needs to be distributed fairly among the four Faculties. The distribution of the \$2.5 million shortfall will be detailed in the final budget document.

### Academic Sector Outside the Four Faculties: (\$300,000)

#### Academic General \$8,000

A small saving is expected due to reduced administrative leaves.

#### Appraisals 14,155

Expenses for Academic Appraisals are expected to decrease in 1996-97.

#### Art Gallery 1,000

The budget of the Art Gallery will be reduced by \$1,000.

#### Centre for International Academic Cooperation (CIAC) 41,845

A saving of this amount is expected due to a change in the administrative structure of the unit.

#### Chairs' Caucus 5,000

In agreement with the Chairs' Caucus, the budget will be reduced by \$5,000.

#### Early Retirement Budget 150,000

Fewer early retirements outside FALRIP are foreseen in 1996-97 resulting in a saving of \$150,000.

#### School of Graduate Studies 80,000

The average of the final cut applied to the Faculties has also been applied to the School of Graduate Studies.

## Administrative and Support/Services Sectors: (\$4 million)

#### Carryover from ERIP \$1,500,000

Through a combination of the carryover from early retirements in 1995-96 plus further savings in 1996-97 due to additional positions being closed through ERIP, a net total of \$1,500,000 in savings will be realized.

#### Reorganization of Senior Administration and consolidation of the Office of the Rector 600,000

Approximately \$600,000 of the estimated \$1.1-million savings resulting from the proposed reorganization of the senior administration will be realized in 1996-97. This includes, for example, integration of the Lacolle Centre with the Learning Development Office, integration of Off-Campus with Continuing Education and integration of the Status of Women Office and Employment Equity and Policies. Consolidation of the offices of the Office of the Rector is being considered seriously and, if implemented, will result in further savings.

#### Selective replacement of staff and further redundancies identified through CQI 500,000

Through selective replacement of staff and the identification of further redundancies identified through the CQI process, a saving of \$400,000 is expected in addition to savings from ERIP.

#### Profit from Computer Store 200,000

Effective June 1, 1996, the CENCON operation will become part of the Bookstore. The new Computer Store is expected to generate a profit of \$200,000.

#### Closure of CCA 150,000

Closure of the Conservatory of Cinematographic Art is being considered. If implemented, this will result in a saving of \$150,000.

#### Elimination of the subsidy to Student Services 100,000

In 1990 a subsidy of \$250,000 was given to Student Services to help them cope with the cost of retroactivity when new salaries were established through the Job Evaluation Program. Even though the associated expenses were paid, the subsidy continued until 1995-96 at which time \$150,000 was removed permanently from the Student Services budget. As agreed last year, the remainder will be removed in 1996-97.

#### Additional compression and reductions in promotion and travel expenses (outside the Faculties) 950,000

A close examination of promotion and travel expenses will be undertaken and a saving of up to \$150,000 is expected.

The remaining \$800,000 in savings will come from a "tax" or additional cut applied to the total budgets of all areas capable of absorbing further cuts. The following will be exempt: Image Campaign, CUPFA remissions, Employee Assistance Program, Internal Audit, Library, Security, Shuttle Bus, Treasury and Physical Resources Insurance, and Utilities.



# The Budget

Schedule 2 in the Appendix summarizes the 1995-96 operating budget approved by the Board in June 1995 and the changes required to build the 1996-97 budget. Schedule 3 is a breakdown of the government grant.

## Revenues: \$5.594-million decrease

The revenue budget will decrease from \$184.575 million to \$178.980 million in 1996-97. This change is composed of two portions. The first is a negative adjustment/correction of \$327,000, representing the removal of historical revenue budgets (\$240,000) that are no longer attainable in two of the Faculties, and the return of a one-time GST adjustment of \$86,000 to the Library. The second negative adjustment of \$5.268 million consists of the following main changes (rounded as appropriate to reflect the level of accuracy in the estimates):

Decrease in tuition revenues	(600,000)
Decrease in the government grant:	
a) due to loss of students	(600,000)
b) due to Concordia's share of the compression	(9,600,000)
Increase in miscellaneous fee revenue due to the increased Term Fee and expected additional GST/PST rebates	450,000
Increase in Student Services fees and other revenues (Student Services is essentially a self-financing operation; this change and an increase in expenditures will lead to a balanced budget within Student Services)	130,000
Increase in revenue for Continuing Education and Ancillary Services (other self-financing operations); there is a slightly smaller increase in expenses, resulting in a modest increase in net profit	600,000
Increase in revenue from a new computer store to be operated by the Bookstore effective 1 June 1996	4,500,000
Decrease in Designated Revenue (corresponding to an identical decrease in the expenses). This represents the penultimate transfer to the operating fund of an amount sufficient to cover essentially the funding for CASA	(200,000)
<b>TOTAL (with adjustment for rounded estimates)</b>	<b>(5,268,000)</b>

## Expenses: \$8.0943-million decrease

The expense budget will decrease from \$183.074 million to \$174.980 million in 1996-97, with an excess of revenues over expenditures of \$4 million. This change is composed of two portions. The first is a net positive adjustment/correction of \$499,000, representing the removal and additions of one-time elements in the 1995-96 budget.

The second set of changes, for a total reduction of \$7.596 million, are briefly summarized below (rounded as appropriate to reflect the level of accuracy in the estimates):

A reduction in rental costs	(175,000)
An increase in interest costs to cover from the operating fund the interest on the unfunded debt on the McConnell Building	600,000
An increase in Student Services expenses	300,000
Increase in expenses for Continuing Education and Ancillary Services (other self-financing operations); there is a slightly larger increase in revenues, resulting in a modest increase in net profit	590,000
Expenses of the new computer store. New profits of \$200,000 are expected	4,300,000

Extraordinary costs should decrease to \$100,000. This amount will cover the expected additional costs beyond existing budgets of the audit program for 1996-97 and the costs related to CQI (50,000)

Net increases in salaries include the restoration of \$1.2 million in salaries that had been withheld under Bill 102. Additional salary costs will be incurred as a result of existing salary agreements 1,200,000

Decrease in Designated expenses (corresponding to an identical decrease in the revenues) (200,000)

An additional amount of \$286,000 is being injected into the budget to support research infrastructure. This amount represents one-sixth of the total allocation for this purpose in the government grant. Over the following three years, an additional amount will be added to attain a total of 50% of the total allocation from the government in year four 286,000

The University's bad debts have increased with changes in billing and registration. The indicated amount is an estimate of the correction needed. 250,000

Schedule 2 attempts to present the expected net savings in 1995-96 from ERIP in a manner that deals with the carry-over of extra 1995-96 ERIP savings and additional savings generated in 1996-97 (\$667,000) as dollars in the budget available to offset a portion of the total \$12.5-million expense reduction required. (667,000)

As a consequence, the costs of ERIP positions already filled and the estimated additional replacement costs for 1996-97 (\$355,250) are shown as a **decrease** in the schedule. The net effect of all this is a further permanent reduction of \$1.5 million due to ERIP in the budget (355,000)

An overall reduction of \$12.5 million is shown in the schedule as a single line but will be distributed as described in this preliminary budget and the final budget in the fall. (12,500,000)

The \$3-million provision for the cost of ERIP (both lump sums and salary continuation) is reduced to an estimated \$0.5 million consisting essentially of salary continuation costs for the 1996-97 retirees. (2,500,000)

**TOTAL (with adjustment for rounded estimates) (7,595,769)**

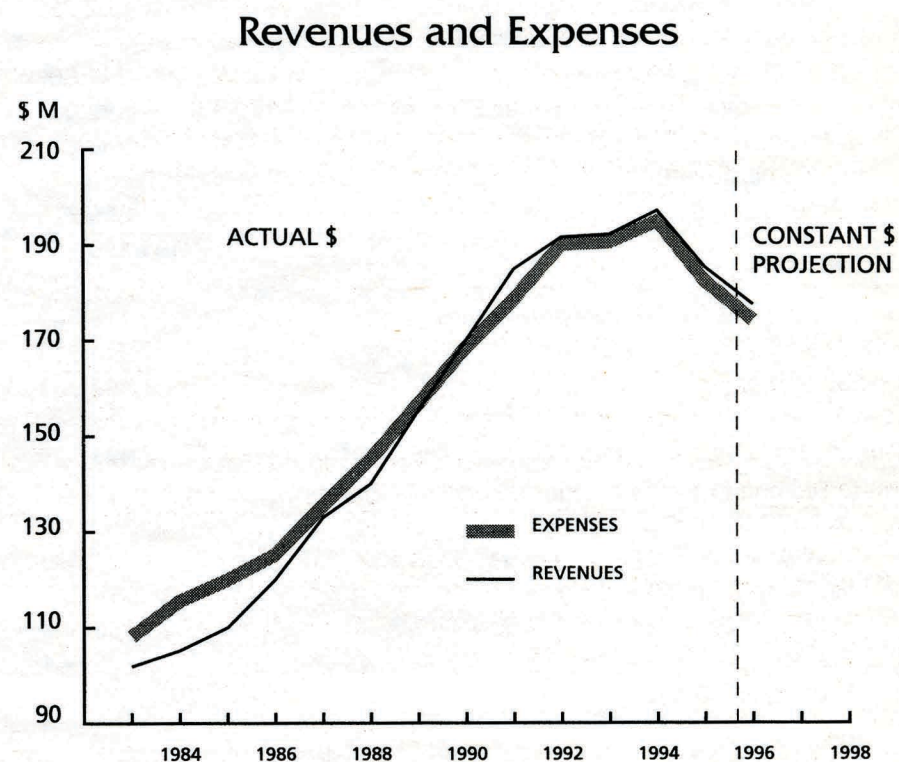
**Special Note:** The \$4-million reduction in contributions to the pension fund is shown at the bottom of Schedule 2 as a saving that is applied directly to pay down the accumulated deficit.



# Appendix (Schedule 1)

## Evolution of Revenues and Expenses Concordia University 1983-84 to 1996-97

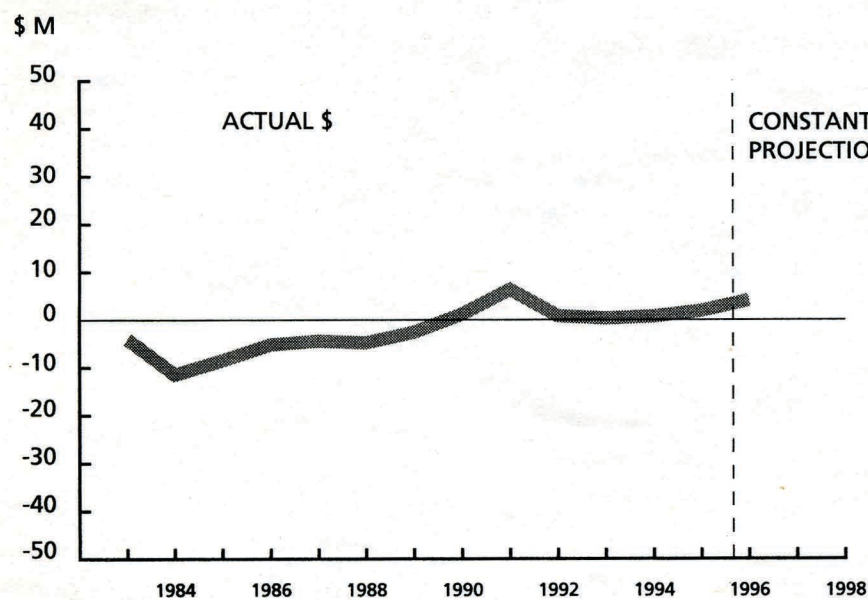
	Audited Statements (,000\$)			
	Revenues	Expenses	Annual Surplus or (Deficit)	Accumulated Deficit
1983-84	103,663	108,662	(4,999)	(6,165)
1984-85	105,121	115,872	(10,752)	(16,917)
1985-86	111,353	120,919	(9,566)	(26,483)
1986-87	119,266	124,221	(4,955)	(31,437)
1987-88	133,337	136,843	(3,506)	(34,944)
1988-89	140,132	145,790	(5,658)	(40,602)
1989-90	154,179	157,130	(2,951)	(43,553)
1990-91	170,197	169,285 <sup>1</sup>	912	(42,642)
1991-92	185,456	179,720 <sup>1</sup>	6,303 <sup>2</sup>	(36,339)
1992-93	191,240	190,647 <sup>1</sup>	593	(35,746)
1993-94	191,925	191,890 <sup>1</sup>	35	(35,711)
1994-95	195,266	195,059 <sup>1</sup>	208	(35,503)
1995-96	184,575 <sup>3</sup>	183,075 <sup>3</sup>	1,500	(34,003)
1996-97	178,980 <sup>4</sup>	174,980 <sup>4</sup>	4,000	(30,003)
1997-98				
1998-99				



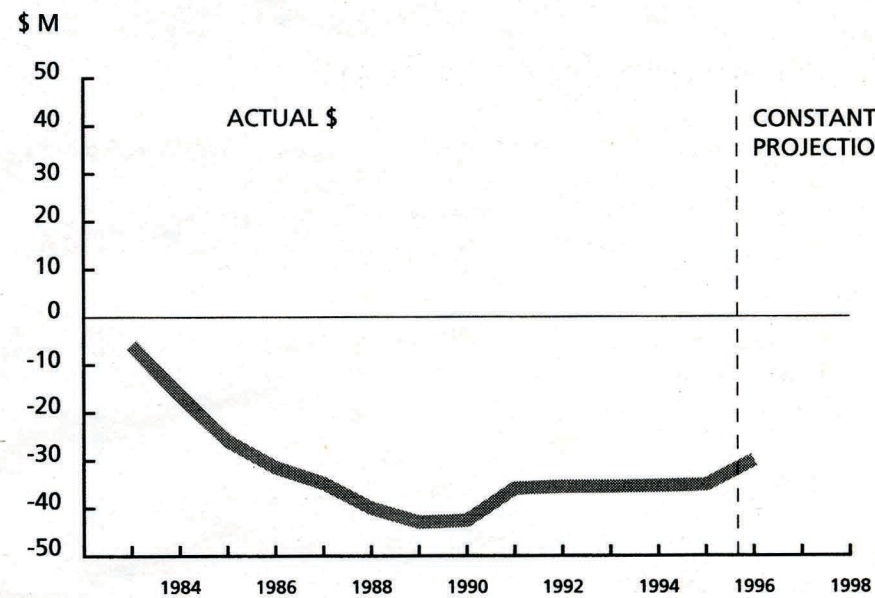
- 1 Expenses include appropriations.
- 2 Surplus includes \$567,000 due to the recalculation of interest revenue from capital funds in 1991-92.
- 3 Operating Budgets as of May 8, 1996.
- 4 Preliminary Provisional Operating Budget 1996-97; Computer Store revenues (4.5M\$) and expenses (4.3M\$) have been added in 1996-97.

Source: Concordia University Audited Statements.

### Annual Surplus or Deficit



### Accumulated Deficit





## Concordia University

## Provisional Operating Budget 1996-97 (Schedule 2, Page 1)

Unrestricted	APPROVED BUDGET 95-96	ADJUSTMENTS* 96-97	CHANGES 96-97	PROVISIONAL OPERATING BUDGET 96-97
<b>REVENUE</b>				
University admissible				
Tuition fees	29,327,843		(579,473)	28,748,370
Province of Quebec operating grant	128,002,236		(10,171,236)	117,831,000
Integration - Actions Structurantes				
Arts & Science	241,000			241,000
Engineering & Computer Science	482,000			482,000
Miscellaneous fees	1,250,000		450,000	1,700,000
GST Adjustment	86,701	(86,701)		0
Other income	1,809,275	(240,000)		1,569,275
	<b>161,199,055</b>	<b>(326,701)</b>	<b>(10,300,709)</b>	<b>150,571,645</b>
Student services fees and other revenues	4,118,849		213,448	4,332,297
Province of Quebec Student services operating grant	1,348,514		(83,514)	1,265,000
	<b>5,467,363</b>		<b>129,934</b>	<b>5,597,297</b>
Continuing Education	2,923,955		504,055	3,428,010
Ancillary Services				
to be distributed	150,000			150,000
Bookstore	7,274,000		94,000	7,368,000
Art Supply Store	515,023			515,023
Food Services	150,000		75,000	225,000
Residence	335,961		11,611	347,572
Printing and repro. serv.	2,891,000		(224,000)	2,667,000
Parking	337,900		142,500	480,400
<b>Total Ancillary Services</b>	<b>11,653,884</b>		<b>99,111</b>	<b>11,752,995</b>
Computer Store			4,500,000	4,500,000
Commerce Business Units	2,730,457			2,730,457
	<b>17,308,296</b>		<b>5,103,166</b>	<b>22,411,462</b>
Designated Revenue	600,000		(200,000)	400,000
<b>Total Revenue</b>	<b>184,574,714</b>	<b>(326,701)</b>	<b>(5,267,609)</b>	<b>178,980,404</b>



## Concordia University

## Provisional Operating Budget 1996-97 (Schedule 2, Page 2)

EXPENSE	APPROVED BUDGET 95-96	ADJUSTMENTS* 96-97	CHANGES 96-97	PROVISIONAL OPERATING BUDGET 96-97
University admissible				
Academic	101,186,776	(50,228)		101,136,548
Library	10,047,978	(67,965)	0	9,980,013
Audio-visual	1,855,818	3,164	0	1,858,982
Computing Services	5,535,925	(49,352)	0	5,486,573
Administration	17,886,589	(221,881)	(80,000)	17,584,708
Operational service	13,163,140	(112,279)	0	13,050,861
	149,676,226	(498,541)	(80,000)	149,097,685
Other				
Work Study Program	303,476			303,476
Concordia Assistance-CCSL	100,000		0	100,000
Employee Assistance Program			80,000	80,000
	403,476	0	80,000	483,476
Special Items				
Rented Facilities	6,832,475		(175,915)	6,656,560
Interest expense, net	1,406,875		593,125	2,000,000
	8,239,350	0	417,210	8,656,560
<b>Total Admissible Expense</b>	<b>158,319,052</b>	<b>(498,541)</b>	<b>417,210</b>	<b>158,237,721</b>
Student services	5,296,748		300,549	5,597,297
Continuing Education	2,731,774		539,321	3,271,095
Ancillary Services				
Bookstore	6,959,391		28,323	6,987,714
Art Supply Store	511,299		3,483	514,782
Food Services	533,727		58,416	592,143
Residence	385,014		30,738	415,752
Printing & repro serv.	2,648,574		(139,542)	2,509,032
Parking	216,837		64,457	281,294
<b>Total Ancillary Services</b>	<b>11,254,842</b>	<b>0</b>	<b>45,875</b>	<b>11,300,717</b>
Commerce Business Units	2,730,457			2,730,457
Computer Store			4,281,012	4,281,012
<b>Total Business Units</b>	<b>16,717,073</b>	<b>0</b>	<b>4,866,208</b>	<b>21,583,281</b>
<b>Total Non-Admissible</b>	<b>22,013,821</b>	<b>0</b>	<b>5,166,757</b>	<b>27,180,578</b>
Extraordinary Costs	150,000		(50,000)	100,000
Net Salary Increases and Benefits	798,903		1,222,424	2,021,327
Designated Expense	600,000		(200,000)	400,000
Frais Indirect Related Expense			286,000	286,000
University Bad Debts			250,000	250,000
ERIP Savings 1995-96	(2,300,000)		0	(2,300,000)
ERIP Salaries Recovered 1995-96	3,682,956		667,090	4,350,046
ERIP Permanent Salaries Returned 1995-96	(190,018)		0	(190,018)
<b>Sub Total: 1996-97 ERIP Available</b>	<b>1,192,938</b>	<b>0</b>	<b>667,090</b>	<b>1,860,028</b>
ERIP-Phase 2 1996-97 to cover costs			(355,250)	(355,250)
Additional Cut in Expenditures			(12,500,000)	(12,500,000)
<b>Total Expense</b>	<b>183,074,714</b>	<b>(498,541)</b>	<b>(5,095,769)</b>	<b>176,944,404</b>
Pension Plan Contribution Saving	(4,000,000)		0	(4,000,000)
Provision for Cost of Early Retirement Plan and Reorganization	3,000,000		(2,500,000)	500,000
Provision for Cost of Incentives-Productivity	1,000,000		0	1,000,000
			0	0
<b>Total</b>	<b>183,074,714</b>	<b>(498,541)</b>	<b>(7,595,769)</b>	<b>174,980,404</b>
<b>SURPLUS (DEFICIT)</b>	<b>1,500,000</b>	<b>171,840</b>	<b>2,328,160</b>	<b>4,000,000</b>

\*Note: Adjustments in EXPENSES include removal/additions of one-time budget adjustments plus ERIP commitments 95-96





# Operating Grant 1996-97

(Schedule 3)

Subvention de base	126,987
Variation d'effectif	(1,174)
Nouveaux espaces en propriété	1,229
"Rented Space"	903
<b>Sous-total</b>	<b>127,945</b>
Indexation-Compression	(9,670)
<b>Sous-total</b>	<b>118,275</b>
Autres ajustements	
Variation des effectifs 94/93	(636)
Frais indirects de la recherche	1,678
Location d'espace	3,833
Diplomation	2,045
Développement Informatique	0
	(1,043)
<b>Sous-total</b>	<b>124,152</b>
Transfert à l'aide financière	(3,979)
Forfaitaire des étudiants étrangers	(2,342)
<b>SUBVENTION DE FONCTIONNEMENT</b>	<b>117,831</b>

# Performance Indicators

**Indicator 1: Research Grants** measures the average grants received per full-time faculty member as compared to network averages. This indicator stresses the importance of research. Data for 1993-94 are used for this indicator.

**Indicator 2: Graduate Studies Supervision** represents the ratio of graduate students in research programs to full-time faculty. This indicator demonstrates the University's priority of improving graduate studies and recognizes the link between teaching and research. Indicator 2 also stresses the importance of graduate studies supervision in determining workload and reflects the number of graduate students indirectly supported by faculty members' research grants and contracts. The data used are for 1995-96.

**Indicator 3: Teaching Load** represents the average course load of full-time faculty, including Chairs, for the 1994-95 academic year. It recognizes and emphasizes the teaching role of full-time faculty.

**Indicator 4: Revenues/Expenditures Ratio** stresses the importance of student recruitment and retention, degree completion and research grants. The ratio compares the estimated funding generated by a Faculty relative to total expenses. For each Faculty, ratios are first calculated for 1992-93 and 1994-95 and then averaged to obtain Indicator 4.

The revenues portion of the ratio for each Faculty takes into account the following:

- theoretical estimates of base funding calculated using average network disciplinary costs as determined by government methodology;
- tuition fee revenue;
- government grants for degrees awarded;
- revenue generated for indirect costs of research contracts and government grants for indirect research costs, based on the total amount of external research grants received;
- interest generated by the net positive balance of research funds. As required by the government, this is used to reduce the interest expense on the University's accumulated deficit; and
- revenue generated by the *Actions structurantes* research program.

The expenditure component of the ratio is based on the actual expenses for the Faculty, including the offices of the Deans.

**Funding for Additional Students** represents actual net gains or losses in funding based on changes in full-time equivalent (FTE) enrolment within each Faculty between 1994 and 1995 (calendar years). This amount takes into account all students taught by a given Faculty and reflects the impact on the University's funding when enrolment increases or decreases in a particular Faculty. It stresses the importance of effective and co-ordinated recruitment and retention efforts.

7 Approved (as amended) by Senate on November 17, 1995.

## Five Principles<sup>7</sup> from *Setting the Course for Our Future: A Discussion Document*

- maintain and foster teaching and research programs of recognized academic excellence, by the standards applicable to any contemporary university in Canada and North America;
- maintain programs in which the revenues generated significantly exceed the costs incurred, provided they are of acceptable academic quality;
- maintain, foster and develop programs with evident potential to draw to Concordia more students than we currently do, provided they are of acceptable academic quality;
- maintain and foster programs in partnership with other universities where such partnerships meet the above criteria; and
- maintain, foster and develop programs which are central to our sense of who we are as a university and a distinct, two-campus institution.



# Model for the Distribution of the Faculties' 8.2 \$M Cut

FACULTY	FACULTY EXP. BUDGET' 95-96	FACULTY EXP. BUDGET DISTRIBUTION	PRO-RATA ON THE FULL 8.2 \$M	PRO-RATA ON 8.2 \$M MINUS 60% OF CL. ADD. FUNDING (A)	
Arts & Science	\$52,589,180	55.32%	\$4,536,509	\$4,325,163	Note: 60% of \$636,700 = \$382,020 was removed pro-rata from 8.2 \$M
Comm. & Adm.	\$13,838,327	14.56%	\$1,193,738	\$1,138,124	
Eng. & Comp. Sc.	\$15,824,462	16.65%	\$1,365,068	\$1,301,473	
Fine Arts	\$12,805,987	13.47%	\$1,104,685	\$1,053,220	
<b>Total</b>	<b>\$95, 057, 956</b>	<b>100.00%</b>	<b>\$8,200,000</b>	<b>\$7,817,980</b>	←

FACULTY	IND #1 15.0%	IND #2 15.0%	IND #3 15.0%	IND #4 55.0%	CLIENTÈLE ADDITIONNELLE
	GRANTS BY FTE FAC. CONC./NETW. RATIO 93-94	GRADUATE THESIS/F-T FACULTY RATIO 95-96	TEACHING LOAD (INCLUDING CHAIRS) 94-95	REV./EXP. RATIO AVERAGE OF 92-93 & 94-95	FUNDING VARIATION FROM 94 TO 95 (CALENDAR YRS)
Arts & Science	0.446	1.71	10.5	1.22	(\$278,365)
Comm. & Adm.	0.458	1.34	11.3	1.29	(\$332,491)
Eng. & Comp. Sc.	0.828	2.76	11.0	1.12	(\$330,166)
Fine Arts	0.602	1.62	10.5	0.86	\$304,322
<b>Ind. Total</b>	<b>0.532</b>	<b>1.82</b>	<b>10.7</b>	<b>1.16</b>	<b>(\$636,700)</b>

For Indicators #1 to #4, the above totals are the Faculty numbers weighted by the Faculty Expense Budget Distributed percentages.

## Dollar Effect of Applying Indicators to 10% of the Expenditure Budget

FACULTY	DOLLAR EFFECT OF INDICATOR #1	DOLLAR EFFECT OF INDICATOR #2	DOLLAR EFFECT OF INDICATOR #3	DOLLAR EFFECT OF INDICATOR #4	DOLLAR EFFECT OF INDS. #1 TO #4
Arts & Science	(\$127,960)	(\$47,191)	(\$14,723)	\$131,200	(\$58,674)
Comm. & Adm.	(\$28,992)	(\$54,644)	\$11,646	\$83,637	\$11,647
Eng. & Comp. Sc.	\$131,822	\$122,832	\$6,662	(\$31,659)	\$299,657
Fine Arts	\$25,130	(\$20,997)	(\$3,585)	(\$183,178)	(\$182,630)
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

FACULTY	60% OF CLIENT. ADD. FUNDING 94-95	\$ EFFECT OF #1 TO #4 + CLIENT. (B)	FINAL CUT (A) - (B)	PRO-RATA ON THE FULL 8.2 \$M	FINAL CUT AS A % OF FACULTY EXPENSE BUDGET
Arts & Science	(\$167,019)	(\$225,693)	\$4,550,856	\$4,536,509	8.65%
Comm. & Adm.	(\$199,495)	(\$187,848)	\$1,325,972	\$1,193,738	9.58%
Eng. & Comp. Sc.	(\$198,100)	\$31,557	\$1,269,915	\$1,365,068	8.03%
Fine Arts	\$182,593	(\$37)	\$1,053,257	\$1,104,685	8.22%
<b>Total</b>	<b>(\$382,020)</b>	<b>(\$382,020)</b>	<b>\$8,200,000</b>	<b>\$8,200,000</b>	<b>8.63%</b>

Notes: <sup>1</sup> Expense budget (i.e. not netted from revenues) as of May 10, 1996, less any one-time adjustments.



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